



## NEWS: EUROPE

# Commission to reconsider regional aid

By Emma Tucker in Brussels

The European Commission has announced an overhaul of its regional state aid policy in an effort to focus grants more tightly on those regions of the European Union most in need of economic help.

Alarmed at rising levels of state aid, particularly in wealthy countries such as France and Germany, Brussels intends to cut the ceilings up to which regional state aid can be paid by the 15 member-states.

It will also redraw the state aid map to reduce the percentage of the total EU population living in targeted areas from 46.7 per cent to 42.7 per cent.

"This means that in virtually all member-states it will be necessary to reduce the regions in which it is possible to give state aid," said Karel Van Miert, the competition commissioner.

The recommendations – which do not have to be approved by the member-states – are likely to be unpopular, particularly in peripheral countries such as Ireland and Spain where governments can provide up to 75 per cent of an investment. But Brussels believes reform is urgently needed before EU expansion, when much less developed economies will be admitted into the club.

The maximum government aid for any region will be cut from 75 per cent to 50 per cent, with an exception for peripheral areas where it could be 60 per cent. The most common ceiling of 25

per cent will be reduced to 20 per cent.

Member-states will be asked to redraw their own maps and to submit them to the Commission in time to adopt the new strategy on January 1, 2000.

Brussels also wants to reduce the amount of regional aid used for capital-intensive investments and to refocus it on job creation. In future, aid destined for sectors in decline, where few new jobs are likely to be created, will be subjected to much tougher tests.

Mr Van Miert also joined forces with Monika Wulf-Mathies, the commissioner for regional policy, to bring greater coherence to the distribution of regional state aid and the structural funds – money distributed centrally by the Commission to less developed regions.

At present, aid is spread too thinly across too great a percentage of the EU population. While the percentage eligible for funding under national state aid schemes will be cut from 46.7 per cent to 42.7 per cent, structural funds will only cover 35-40 per cent of the population.

Mr Van Miert's new strategy includes an insistence that investments and jobs that receive aid must be maintained in the benefiting region for at least five years.

The measure is designed to stop "subsidy shopping" by companies. Earlier this year Renault, the French carmaker, was criticised for closing its profitable operations in northern Belgium while expanding activities in Spain.

# Washington set to soothe Turkey's wounded pride

John Barham on Ankara's hurt feelings at its treatment by the EU and fellow Islamic states

**A**fter the pummelling Turkey has received in international forums in recent weeks, Mesut Yilmaz, Turkish prime minister, can look forward to a friendly reception when he meets Bill Clinton at the White House today.

Unlike Turkey's European neighbours and its co-religionists in the Moslem world, the US president will be ready to soothe his guest's wounded pride with praise and kind words.

"If you look at the size of the country, if you look at its geo-strategic significance, what it could block and what it could open the doors to, it is terribly important," Mr Clinton said earlier this week.

Such words contrast with what Turkey perceives as the hostility or condescension of some European leaders. Jean-Claude Juncker, Luxembourg prime minister, who has held the European Union's rotating presidency for the past six months, declared that a country which practised torture could not sit down at the EU table.

On Wednesday, Mr Yilmaz vowed to scrap Turkey's bid to join the EU if European leaders refused to grant it equal status with 11 other applicants, mostly from central and eastern Europe. He accused the EU of being a "Christian club" that discriminated against Moslem Turkey.

One week earlier, Suleyman Demirel, Turkey's president, stormed out of an Organisation of the Islamic Conference summit in Tehran after it passed a resolution attacking Turkey's military co-operation with Israel.

A co-operative Turkey helps US implement policy towards Iraq and Iran. The two countries share similar

views on developing the Caspian and central Asian oilfields and agree their oil and gas exports should be piped to a Turkish Mediterranean oil terminal. Washington supports Turkey's blossoming relationship with Israel.

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The court may announce before the end of the year a verdict proscribing Welfare and its leaders. In anticipation of this, a new Islamist party called Virtue has been launched, apparently on the initiative of Welfare leaders.

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# Spain risks clashes over shipyard sale

By David White in Madrid

Spain's centre-right government is taking the risk of a head-on clash with trade unions by starting to privatise state-owned shipyards, which in recent years have been a focus of violent labour conflict.

Four unions staged a one-day stoppage throughout the industry yesterday in protest at the plans.

The strike, which had been called in advance, coincided with news of a deal to sell the first of the shipyards, Hijos de J. Barreras, in the north-western port city of Vigo, to a consortium including its current

managers and client companies.

The Pta750m (\$50m) sale, provisionally agreed by the state industrial holding company, Sepi, is expected to receive cabinet approval on December 26. Two other groups were bidding for the company.

The winning consortium, headed by a shipping company, Odial, and including another shipping operator and a cannery, is committed to maintaining jobs at the yard, which employs 370 people. It has also agreed to inject Pta450m in fresh capital within three months.

José Pique, industry minister, said yesterday that the deal offered

"all the necessary guarantees" for the future of the yard.

The Vigo facility, which specialises in building ferries, is considered one of the most viable of Spain's nine state-owned shipyards, although it is expected to show an operating loss this year of over Pta150m. Plans are understood to be well-advanced for the privatisation of Astender, a second yard in the northern port of Santander.

Both shipyards have become flashpoints for labour protests. On Wednesday, demonstrators in Vigo cut off traffic and invaded the local offices of Spain's ruling Popular

party. A large demonstration was scheduled yesterday evening, with backing from some local PP politicians as well as opposition parties.

Spain's previous Socialist government backed away from plans to sell the two yards, along with another northern shipbuilder, Julian, after fierce clashes in 1996.

As a result of the conflict, plans for restructuring the loss-making state shipbuilding sector were scaled back. The revised plan foresees a reduction in total jobs from 10,000 to just over 6,000, bringing the number of job losses in Spain's shipyards since 1985 to some 22,000.

# Italy's new anti-trust chief is Tesauro

By James Blit  
in Rome

The Italian authorities have made a surprise choice for the new head of the country's anti-trust authority by picking Giuseppe Tesauro, advocate-general at the European Court in Luxembourg.

There had been strong indications that Romano Prodi, the prime minister, and Massimo D'Alema, head of the leading party in the ruling coalition, had originally wanted the job to go to a prominent constitutional lawyer.

Earlier this month, Mr Prodi and Mr D'Alema held a well-publicised meeting at which they are reported to have drawn up a list of names of people who would move into key regulatory jobs.

Under pressure from President Oscar Luigi Scalfaro they are understood to have suggested that the anti-trust job should go to Paolo Francesco Casavola, a Catholic who heads the constitutional court.

However, in a determined show of their own independence, the heads of the senate and chamber of deputies opted for Mr Tesauro as the man to challenge the lack of competition in Italian markets.

The Corriere della Sera newspaper this week quoted Nicola Mancino, president of the senate, as having expressed fury at the way in which members of the governing coalition had attempted to influence the appointment. "Is this the way things are done here?" he asked.

The anti-trust body was first set up seven years ago in a bid to crack down on the maze of cartels and restrictive practices that afflict Italian business life, but it still faces a huge task in trying to impose its authority.

At the end of two and a half years in the job, Mr Amato argued that all aspects of Italian life, from public services and the banking system to bars, hairdressing and taxis, were still far too uncompetitive and frequently over-regulated.

# US troops 'to stay in Bosnia'

President Bill Clinton said yesterday that American troops would remain in Bosnia past his original withdrawal date of June 1998. He set no new deadline for their pull-out. Highlighting the achievements made since the Dayton Peace agreement two years ago ended the war in Bosnia-Herzegovina, Mr Clinton said: "Progress is unmistakable, but it is not yet irreversible." "If we pull out before the job is done, Bosnia will almost certainly fall back into violence, chaos and ultimately a war every bit as bloody as one that was stopped," he added. American troops now number 8,500. Mr Clinton called for the strengthening of the 2,000-strong, unarmed international police force.

Dutch members of the some 22,000-strong NATO-led Stabilisation Force yesterday arrested two Bosnian Croat suspects indicted for crimes committed against Moslems in April 1993.

Of 78 indicted war criminals, the international tribunal has convicted and sentenced two suspects and 18 are in custody. The former Bosnian Serb leaders, Radovan Karadzic and General Ratko Mladic, remain at large.

Laura Silber, New York

# ■ UKRAINIAN FLIGHT

## Greeks seek lost airliner

Greece's defence ministry suspended at dusk yesterday a search for a missing Ukrainian airliner with at least 70 people on board. It had lost contact with Thessaloniki airport control tower shortly before it was due to land on Wednesday night. Officials said that about 2,000 troops would resume looking for the Russian-built Yakovlev-42 at dawn. The search centred on a remote mountainous area near Mt Olympus, but was hampered low cloud and snowy conditions.

The aircraft, operated by Airasweet, a Ukrainian-Israeli charter company, was on a flight from Kiev to Odessa and Thessaloniki. Civil aviation officials said the pilot was due to make a second attempt at landing in thick fog when radio contact was lost.

Karen Hope, Athens

# ■ SHOOTING DURING REVOLUTION

## Romanian generals accused

Charges have been brought against two former senior Romanian generals accused of ordering the shooting of demonstrators during the 1989 revolution. If convicted of "aggravated murder", they could face life in prison.

Generals Victor Stanculescu and Mihai Cristea were respectively head of military industry and commander of the Bucharest garrison in the last year of Nicolae Ceausescu's Communist dictatorship. They are the first senior army figures charged with Communist-era crimes.

During the revolution, both men changed sides. Gen Chitac became interior minister and Gen Stanculescu was defence minister under the first post-Communist government. Gen Stanculescu was a member of the "jury" which executed Ceausescu and his wife, Elena. He is now a businessman and Romanian head of the British-based Balkan trading group.

Anatol Lieven

# Law aims to improve conditions for entry and working

## France eases immigrant curbs

By Robert Graham in Paris

The National Assembly has narrowly approved changes to immigration laws that are aimed primarily at improving conditions for people entering and working in France.

The legislation passed by 276 votes to 254, with the Communist and Green deputies, who are part of the Socialist-led government coalition, abstaining. The Greens accused the interior ministry of not going far enough to ease restrictions.

The centre-right opposition, which forced the debate to last two weeks in parliament, feared that the rules would allow in too many new immigrants, putting an unacceptable

strain on social services. For the first time a person refused a visa will be entitled to demand an explanation. Those entitled to challenge visa refusals include people claiming French descent, EU citizens and persons seeking to be reunited with families. EU citizens will be entitled to 10-year residence permits.

One of the main changes is the abolition of the lodging certificates (*certificats de hébergement*), which have been issued since 1982 by the local authorities identifying where a person has accommodation.

According to the interior ministry, the issue of these documents, without which it was impossible to obtain legal entry, vested too much

discretionary power in the hands of local authorities. Some 150,000 were issued a year. They will now be replaced by simpler letters that show the immigrant has some guarantee of housing.

To provide further guarantees to immigrants over the granting and renewal of residence permits, the new laws reinstate a system of four-person local commissions which were suppressed by the former centre-right government earlier this year.

The regulations governing family reunions have been relaxed, permitting family members to rejoin an immigrant after one rather than two years' residence. The right is also extended to children of first marriages. Until now, those admitted on the

grounds of family reunions have been running at just under 12,000 a year.

Equally, the rules on granting residence permits have been eased. In particular, those marrying a French citizen will be able to obtain a residence permit after one year, not two as previously.

The right of asylum has been extended to cover those persecuted for their struggle in favour of basic freedoms". This provision has been inserted with an eye on countries such as Algeria, from whose people are seeking asylum often not as a result of state repression but because of threats from non-state organisations such as Islamic fundamentalists.

About 4,000 a year apply for political asylum.

# ■ CLINTON PLEDGE

## Unions strike in Greece

Greek trade unions staged a one-day general strike yesterday in protest at the Socialist government's restrictive wage policy, shutting down public transport in Athens and delaying flights by Olympic Airways, the state carrier.

The strike drew little response from private sector workers but affected state-controlled banks and government offices. It was timed to coincide with debate in parliament on next year's budget.

Perry sailings to Italy and the Aegean Greek islands were delayed, as the Panhellenic Seamen's Union also supported the strike. But private banks stayed open, and stores in Athens were filled with Christmas shoppers.

The government has proposed a virtual pay freeze for public sector workers next year as it accelerates efforts to reach the inflation and budget deficit targets for joining the single European currency.

Karen Hope, Athens

# ■ NEWS DIGEST

## Slovak bank under pressure

The Slovak banking system was plunged into crisis last night when the authorities said the country's third largest bank would be placed under forced administration because of growing liquidity problems. Depositors queued outside branches of the bank yesterday in an effort to withdraw their deposits as the Slovak government held a crisis meeting led by Vladimir Mečiar, the prime minister.

In recent days, growing doubts about the financial stability of Investavia a Rozvojova Banka have led other domestic and foreign banks in Slovakia to stop lending to it in the short-term interbank market. IRB has been increasingly unable to fulfil commitments to its customers and to make requested payment transfers, a leading foreign banker said in Bratislava last night, amid reports that \$100m had been withdrawn as the run on the bank continued.

Kevin Done, London

# ■ HEALTH REPORTS

## Mixed messages on Yeltsin

The Kremlin sent out mixed messages yesterday about the convalescence of Boris Yeltsin, the Russian president, deepening the confusion surrounding his health. Mr Yeltsin began the day on a robust note, appearing briefly on television to assure the nation that he felt "great" and would return to work today.

Everything is all right with me. My illness was not related to any heart problems



## NEWS: ASIA-PACIFIC

# Punishment for Daiwa and Nikko

By Gillian Tett in Tokyo

Daiwa and Nikko Securities, Japan's second and third largest brokers, yesterday received large government penalties as a punishment for a racketeer scandal.

Daiwa was banned from proprietary stocks, futures and options trading and Japanese bond underwriting for four months, while Nikko was suspended from similar operations for 2½ months. Both penalties start on Christmas Day.

The penalties are similar though slightly smaller than those imposed on Nomura, Japan's largest broker, for a similar scandal in August. These are due to end this month. However, the suspensions could hurt the other two brokers more since they are in a weaker financial position than Nomura.

They are also likely to boost the position of foreign investment banks, which have been making huge gains in Tokyo recently because of the scandals and the collapse of Japan's fourth largest broker, Yamalchi, last month.

The "Big Four" brokers of Nomura, Daiwa, Nikko and Yamalchi previously dominated the Tokyo stock exchange. But in October and November, Merrill Lynch and Morgan Stanley, the US investment banks, respectively took the largest shares of trading on the Tokyo Stock Exchange.

Foreign groups are expected to increase this gain in December. However, firm data will not emerge because the three big Japanese brokers decided earlier this month to stop releasing timely information on their TSE shares, partly at the initiative of Nikko.

The announcement of the penalties by the Ministry of Finance marks the closing stage of the scandal, which has convulsed Japan's finan-

cial world. It revolved around allegations that the brokers made illegal payments to *sokyu*. These are racketeers who demand money for not revealing sensitive information about companies.

Masashi Kaneko, Nikko president, yesterday acknowledged the penalties would have a severe effect. Analysts believe they are likely to leave Nikko and Daiwa recording almost no profit this fiscal year. Nikko and Daiwa respectively recorded pretax profits of Y2.2bn (\$17.3m) and Y1.9bn in the six months to September, compared with Y4.3bn at Nomura.

However, some observers hope the shock of these scandals will force faster management change at the brokers. Nikko yesterday said it planned to introduce new US accounting standards at the group in an effort to reassure international investors.

Both companies have also recently announced new business plans.

However, these efforts have been undermined in recent weeks by revelations of another scandal over Y2.6bn of hidden *tobashi* losses that Yamalchi was holding on its balance sheet when it collapsed. *Tobashi* is the practice of shuffling losses between accounts to conceal them. Daiwa shares fell recently on suspicions that it is also holding such losses but the company strenuously denies this.

Meanwhile, Sumitomo Bank said it was withdrawing from earlier discussions about a possible purchase of Yamalchi's asset management arm, EDS, the IT group, said it was cancelling plans to hire Yamalchi's IT employees. However, Sanwa Bank confirmed it had commenced negotiations to purchase Yamalchi's investment trust affiliate.

See Observer

# Overseas sales are seen as key to the country's growth as domestic economy remains sluggish

# Exports to Asia cloud Japan's prospects

By Paul Abrahams and Gillian Tett in Tokyo

Japan's overseas sales are the key to what little economic growth Japan may achieve this fiscal year. Net exports are expected to provide 1.3 per cent of economic growth in the year ending in March, a period in which Japan's Economic Planning Agency (EPA) now thinks gross domestic product will expand just 0.1 per cent.

If the EPA is right - and it has been notoriously over-optimistic - then Japan's export performance will have prevented the economy sliding into recession this fiscal year.

But Japan's export growth is decelerating.

Exports increased just 6.4 per cent last month, the first single digit increase since December last year.

The main problem is Asia, which accounts for 40 per cent of Japan's shipments overseas.

Exports to the US and EU rose 9.4 per cent and 13.9 per cent respectively.

But those to Asia fell 1.9 per cent, as the recent economic crises began to hit demand for Japanese products.

Exports to Thailand fell 33 per cent, those to Malaysia 4.3 per cent.

Japan's automotive manufacturers warned yesterday exports would be flat next year at 4.55m units.

Despite the weakness of the yen, the export outlook is gloomy.

The Economic Planning Agency yesterday warned exports would provide zero growth in the next financial year.

If Japan is to avoid recession the slack needs to be taken up by the domestic economy, which the EPA expects to grow by 1.9 per cent next fiscal year.

Their forecast is despite the 1.4 per cent contraction in gross domestic product

during the six months to September.

Consumer confidence has been dented by last April's 2 percentage point rise in sales tax and recent financial collapses. The bureaucrats are partly pinning their hopes on this week's corporate and income tax cuts and additional public spending which they hope will help fragile consumer confidence.

The ministry of finance says 70 per cent of the Y2,000bn (\$15.7bn) income tax cuts should be provided to consumers by the end of March.

The EPA's expectations are ambitious.

It expects domestic demand to add 1.9 per cent to GDP growth next year, compared with a 1.2 contraction this fiscal year.

below 18,000.

Since then the Nikkei has fallen further, suggesting additional profits have been wiped out.

The loss of these reserves - which arise because of the gap between market and book value of banks' large equity holdings - will give them less of a financial cushion to write off bad debts.

Government officials think this is the most important factor - together with new lending regulations being introduced next year - behind tighter lending to big and small companies.

A Bank of Japan survey this month showed a sharp deterioration in liquidity.

The danger is this squeeze could lead to bankruptcies and higher unemployment as well as another dip in consumer confidence and spending.

If so, the chances of the economy hitting the EPA's growth forecast next year are bleak.

## Children who oil the wheels

Sons and daughters of Chinese leaders aid foreign businesses

**A**s China's leading foreign bankers sit down today in Beijing with Xiang Hualicheng, a top official at the government tax bureau, to try to resolve problems raised by a new tax on foreign bank lending, they might spare a grateful thought for his daughter's "liaison work".

Xiang Sisi works for Arthur Andersen, the international accountancy firm, which has arranged the meeting with her father and is charging foreign banks a fee for conducting the "lobbying exercise".

Guanxi - connections - have long been a feature of doing business in China, where a liberalising market economy operates in a one-party state. As international business bumps up against Beijing's meddling bureaucracy, the small but growing number of children of Communist cadres working for

foreign companies are valued as avenues - real or perceived - of political access and understanding.

Ms Xiang, who started work in the tax department of Arthur Andersen's Beijing office earlier this year, said she did not organise the meeting with Mr Xiang, whose official title is deputy director of the State Administration of Taxation and is a member of the Communist party central committee.

"I have only done liaison work," she said, when contacted by telephone.

Her manager, Tony Kwan, said: "She may have been asked by some colleagues to check her father's availability on that day, but she is not involved in the project."

Participating in the lobbying exercise, Mr Kwan said, would present Ms Xiang with a conflict of interest.

Arthur Andersen is co-ordinating the "lobbying exercise" for foreign banks in their campaign against the potentially damaging new levy, requiring banks that wish to attend or be represented at the meeting to contribute to the firm's proposed fee of \$95,000 for professional services.

Other firms employ the sons and daughters of high-ranking cadres.

Qian Ning, the son of China's foreign minister, Qian Qichen, works for Coopers & Lybrand, the accountants and business consultants, in Beijing. Mr Qian says it has become "quite common" for the children of high-ranking officials to work for international companies.

More and more of them go abroad to study and, on their return, they are increasingly free to work for the multiplying number of foreign firms. "The children of leaders have to make a living too. They have to get

a job," says Mr Qian.

Stuart Smith, managing partner of Coopers & Lybrand in Shanghai, says Mr Qian's "use to us is that he can arrange meetings with people more easily than we might otherwise be able to. He has access to people that others do not".

Union Bank of Switzerland's country manager for China is Zhou Yuan, the son of Zhou Nan, former head of Xinhua News Agency in Hong Kong which acted as Beijing's *de facto* embassy in the territory before it returned to Chinese sovereignty on July 1.

Mr Zhou says the importance of family relationships is often overstated: "It is the professional skills and knowledge of individuals, much more than their connections, which matter for expansion of a business."

James Harding

### NEWS DIGEST

## China acts to boost lending

China has cut its interbank deposit rates for mainland banks and foreign banks operating in Chinese currency from over 7 per cent to 1.7 per cent, in a move to encourage lending and bolster investment growth.

The infant interbank market plays a limited role in China, where high savings rates tend to provide state-owned banks with sufficient liquidity to fund loans. However, the decision by the People's Bank of China, the central bank, to cut the interbank deposit rate reflects the growing determination in Beijing to reinvigorate lending to Chinese business. The cut in the interbank deposit rates is dated back to October 23, when China cut its deposit and lending rates by 1.5 per cent and 1.1 per cent respectively.

James Harding, Shanghai

### ■ PAKISTANI POLITICS

#### Sharif suffers setback

Nawaz Sharif, Pakistan's prime minister, yesterday suffered a setback to his attempts to consolidate his political position in this month's presidential elections. The nomination of Rafiq Tarar, a retired judge and close friend of the Sharif family who was backed by Mr Sharif to be elected as president, was rejected by Pakistan's election commission. The commission is an independent watchdog headed by a judge of the supreme court, which scrutinises all candidates.

Government officials said the nomination was rejected on the grounds that Mr Tarar had criticised some of Pakistan's senior judges. Under Pakistani law, candidates for election to higher public offices can be barred from the contest if they are found guilty of criticising judges. The law also allows for disqualification of public representatives after they are elected if they are found guilty of insulting judges. It was not clear if Mr Sharif would choose another candidate from the 29 who are contesting the election.

Farhan Bokhari, Islamabad

### ■ MOTOR INDUSTRY

#### New Zealand cuts tariffs

New Zealand's once powerful car assembly industry - which built up to 160,000 cars a year a decade ago - seems a certain casualty of the government's decision to axe the tariff on motor vehicles.

The government last night said the tariff would be scrapped from December 1, 2000, in a bid to make vehicles cheaper. John Luxton, commerce minister, said it would cut the price of new cars by up to NZ\$2400 (US\$2,335). Over the next three years the government would continue to cut back the tariff regime, which began nearly a decade ago under the reformist Labour government.

Terry Hall, Wellington

### ■ PRESIDENT'S HEALTH

#### Suharto tries to ease worries

President Suharto reappeared in public yesterday for the first time in 12 days, easing concerns among his people and the markets about his health.

Mr Suharto, 76, appeared tired but cheerful as he congratulated 947 graduating armed forces cadets in the grounds of his presidential palace. He dispensed with a tradition of descending from the podium to mingle with the soldiers, cutting the ceremony to 40 minutes.

The rupiah climbed back to 4,950 to the US dollar on the news compared with an all-time low of 5,880 on Tuesday. The Jakarta Stock Exchange edged up 9.7 points to 362.7.

Sander Thoenes, Jakarta

## Confidence in Australia but woes ahead

By Gwen Robinson

in Sydney

Buoyed by positive indices, the Australian government yesterday rushed out its annual mid-year economic review, ahead of the planned January schedule.

The report says the economy is performing better than earlier forecast and will produce a budget surplus for the first time in almost a decade, according to John Howard, prime minister.

The news comes after turmoil in Asia triggered fears of a potential knock-on effect and dragged down the Australian dollar and share market. Strong domestic demand is expected to offset the impact of the Asian crisis, said Peter Costello, treasurer. Australian families have benefited from interest rate cuts and now had the confidence to spend at Christmas "sure in the knowledge that the government is managing the economy responsibly," he said.

For the year to June, Australia's underlying budget deficit will be reduced to A\$2.7bn (US\$1.8bn) against the earlier forecast of A\$3.9bn, the treasury said yesterday.

The underlying figure discounting asset sales and one-off items and is the most closely watched figure by financial markets.

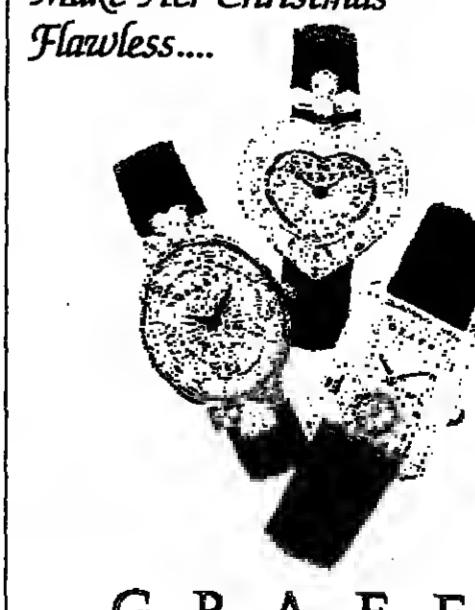
The forecast for GDP growth, meanwhile, remained unchanged at 3.75 per cent, up from 3.3 per cent the previous year, despite earlier fears that Asia's woes would force downward revisions. Underlying inflation for the year was revised to 1.75 per cent from 2 per cent.

The chief concern is that the combination of collapsing export markets and rising imports will blow out the current account deficit and drive up interest rates, reopening a gap of up to 1.5 percentage points between Australian and US rates.

It is hardly surprising that many ordinary Australians are confused. To match the mixed economic signals, the share market and the Australian dollar were on roller coasters throughout the week, as fears of Asian contagion dragged on blue chip resource companies.

The dollar plunged on Wednesday to a four-year low of US\$0.6469, from the year's high of US\$0.704 in October, before firming yesterday on the back of the government's fiscal review.

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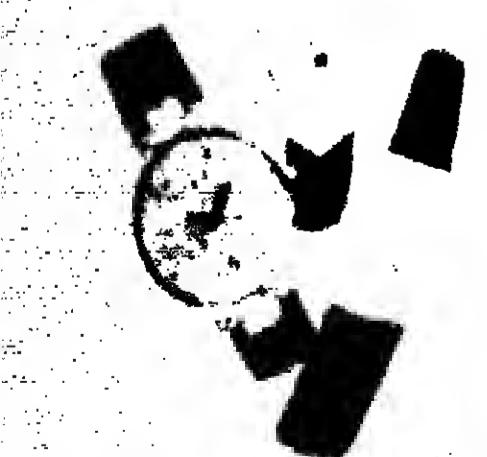
## Business remains sluggish s prospects

Business remains sluggish. Prospects are dim. The economy is still in recession, which has led to a decline in investment. Exporters expect their exports to fall over this year. The rate of inflation is now around 10% per annum. The Australian dollar has appreciated significantly against the US dollar. The Australian government has announced a budget deficit of \$10 billion. The Australian economy is expected to grow by 1% in 1988. The Australian government has announced a budget deficit of \$10 billion. The Australian economy is expected to grow by 1% in 1988.

## confidence in Australia but does ahead

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## NEWS: INTERNATIONAL

# Kenya's yesterday man adrift in tribal maelstrom

The failure of opposition leaders to take charge of tribe-based politics leaves President Moi in a strong position to win re-election, writes Michela Wrong

**S**lapping off a sock and propping a bare foot on the table, Kenneth Matiba wiggles his toes with evident satisfaction.

"A stroke is a funny thing," he muses, admiring the dexterity he once thought he had lost. "Recovering is like a frozen chicken defrosting. It starts from the outside, but the inside isn't quite right. It has taken a long time, but now I have recovered all the way through."

While his struggle to recover full health wins universal admiration, many believe the 1991 stroke suffered by the opposition veteran after 10 months of political detention left a once-inspirational leader unable to undertake the strain of high office.

In an interview, the man who ran President Daniel arap Moi a close second in the 1992 elections — notching 26.8 per cent of the vote compared to the head of state's 36.8 per cent — rants against the Asian community, claims Mr Moi has AIDS and accuses the British and Americans of betrayal.

Watched over by an anxious aide, he has difficulty finishing sentences

and slurs his words.

His disability, and his followers' reluctance to accept that retirement is now overdue, help explain why Kenya's December 29 elections are expected to return Mr Moi to a fifth term in office despite a record of top-level corruption, collapsing infrastructure and declining living standards.

For what critics describe as a tactical blunder, Mr Matiba, who emerged from the last polls as standard-bearer for an embryonic opposition, is boycotting the election on the grounds that recent constitutional reforms do not alter the fact that the electoral system is heavily weighted in Mr Moi's favour.

That leaves his Kikuyu community floundering torn between the abstention Mr Matiba recommends, voting for a range of less charismatic Kikuyu candidates, or taking the virtually unheralded step of placing their trust in a candidate from a rival ethnic group.

Since the Kikuyu represent more than a fifth of the population and would be key players in any anti-Moi alliance, such confusion represents a serious blow to hopes

of ousting the head of state. Nearly 20 years after the death of Jomo Kenyatta, Kenya's first president and a Rikuyu, the country's biggest ethnic group is lost in the political wilderness.

Originating from Kenya's fertile central highlands, the Kikuyu were originally taken under the wing of British colonialists, who regarded them as the most co-operative and adaptable of the country's 42 tribes.

They moved into the Rift Valley, occupying land held by smaller tribes, and came to dominate the tea and coffee industry. But their real accession came during the 1950s, when Kikuyus waged war on white settlers, paving the way for independence.

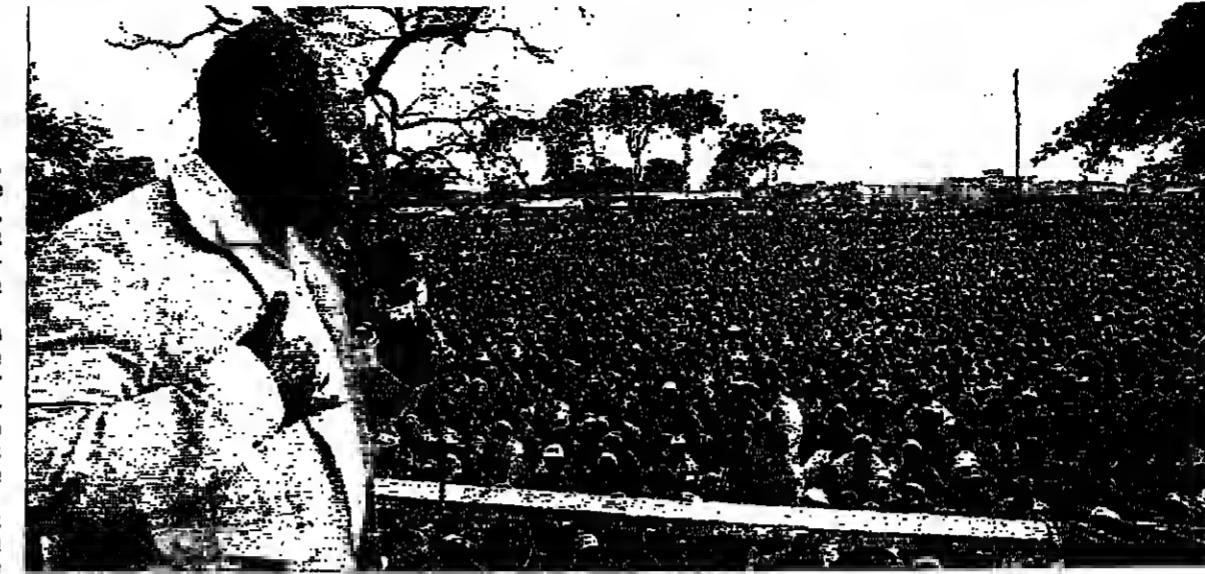
Under Kenyatta they prospered, not only enjoying political power but profiting from high commodity prices of the 1960s and 1970s to establish themselves as an ambitious commercial élite.

When Mr Moi, a member of the minority Kalenjin tribe, took over in 1978 in the face of Kikuyu opposition, he gradually created a new power base by uniting small tribes who

resented the dominance of the Kikuyu and other large ethnic communities.

In the phrase that so tellingly captures the crude reality of power in modern Kenya, Kikuyus were edged out as a new Rift Valley elite took its turn to "eat" state resources. The central highlands were starved of development while government funds poured into Kalenjin districts.

"We built this country and now we have been reduced to beggars," says David Karugo Mugo, running the parliamentary election campaign for the Safina party in



Keneth Matiba addresses an election rally: many see a once inspirational leader as no longer fit for office

Kibaru, the constituency north of Nairobi that Mr Matiba traditionally contested.

"Life used to be very good. Now our roads are impassable, our youngsters are disqualified from government recruitment drives and when our water supplies break down, no one comes to fix them. Moi does not like the Kikuyus."

Across these rolling hills, where the tightly-packed plots and lack of tree cover attest to a spiralling birth rate and huge pressure on the land, Mr Mugo would normally be raising support

for Ford-Asili, Mr Matiba's party until his quixotic behaviour triggered an internal coup d'état.

But the boycott call, widely rejected in central highlands because it would hand the ruling KANU party victory on a plate, has forced Mr Mugo and his colleagues to find a new harbour, with a party registered a month before the polls and a former stock exchange chairman as a champion.

Samia is not putting up a presidential candidate, so voters in Kibaru are wavering between Mwai Kibaki, a Kikuyu former vice-president

House. Our leaders are all too envious of power."

Aware their electoral hopes are slim this time around, many Kikuyus pin their hopes on something of a dark horse: George Saitoti, the current vice-president and leading candidate for the succession once the 75-year-old president retires.

Although brought up in Masailand, his origins are Kikuyu. Many analysts believe his plan is to stress his Masai links, thereby reassuring the small tribes in government, just as long as it takes to win the ultimate post and then emerge as the new patron of the sidelined Kikuyus.

In Murang'a town, Kibaru's focal point, local elders prick up their ears when they hear Mr Saitoti's name and agree he would be acceptable as president. But the fact that a constituency which has been an opposition fortress for 19 years could welcome a Kanu hardliner and Moi confidant underlines the real weakness of Kenyan politics.

Eleven years after the introduction of multipartyism, politicians across the spectrum ruefully acknowledge, what matters is not ideology, but which tribe you belong to. As one analyst put it: "When parties talk about their democratic rights, they are really fighting for their tribe's chance to 'eat' at the national trough."

## US calls for tough line on Iraq

By Michael Littlejohns and Laura Slifer in New York

The US last night urged the United Nations Security Council to demand that UN arms inspectors be allowed to enter all suspected Iraqi weapons sites, following a new attempt by Baghdad to limit their operations, including a ban on President Saddam Hussein's bases and offices and other so-called "sovereign sites".

Richard Butler, head of the inspection commission, briefed the Security Council yesterday on his latest talks with Iran, which Bill Richardson, US delegate, termed "discouraging" and cause for great concern.

President Bill Clinton this week again refused to rule out force in response to Iraqi intransigence, but Mr Richardson said: "We want to resolve this issue diplomatically, through the Security Council."

Noting that the council had four times unanimously insisted on free access for UN inspectors, he voiced confidence that solidarity would be repeated in a declaration expected to be approved today. Russia and France, both permanent members with veto power, oppose resort to force and have criticised Mr Butler.

He reported yesterday that the Iraqis stated that no information on any weapons

category would be volunteered in future to the UN. There would be other new obstacles to his efforts to ensure the elimination of all weapons of mass destruction. Only a few sites, such as factories, military camps and warehouses, could be entered without restriction.

Nasir Hamdon, the Iraqi delegate, challenged his report, saying it failed to reflect Baghdad's "readiness to work in the joint programme of technical issues we have agreed upon."

He denied there was a stalemate and said Iraq looked forward to another visit by Mr Butler, about January 19.

So-called "presidential and sovereign sites" placed off

## US in pledge on atom smasher

By Frances Williams in Geneva

The US has pledged over \$500m to build the world's most powerful atom-smasher at the European Particle Physics Laboratory in Geneva, in an unprecedented deal intended to keep US researchers at the forefront of high-energy physics.

The agreement, to be formally signed in Geneva today, is the first between the laboratory, known by its French acronym Cern, and the US government.

It follows a 1993 decision by the US congress to kill plans for an \$11bn Superconducting Collider under construction in Texas after \$2bn of state and federal funds had been spent.

Prof Christopher Llewellyn Smith, Cern's British director-general, described the pact, concluded earlier this month, as "an historic event" and an excellent precedent for international scientific collaboration.

Cern's Large Hadron Collider (LHC), due for completion in 2005 at a cost of \$7.6bn (£1.85bn), is being built in an existing 27km accelerator tunnel that spans the Swiss-French frontier.

The LHC will allow scientists to accelerate protons at rates near the speed of light, colliding them at energies seven times greater than the most powerful existing accelerator, the Tevatron at the US energy department's Fermilab. Results of the collisions will allow physicists to explore the structure of matter and energy in unprecedented detail.

"We may obtain a deeper understanding of the origins of the universe and how the fundamental building blocks of matter are assembled," Federico Peta, US energy secretary, said earlier this month in Washington.

About a quarter of US high-energy physicists are expected to do research at the LHC when it is completed. More than 550 US scientists are already collaborating on the design and construction of the components for the giant detectors inside the LHC, alongside 3,500 other scientists and engineers in 45 countries, including Japan, Canada, Russia, India and Israel.

The two detectors, five storeys high and weighing thousands of tons, will record the shower of subatomic particles from the collisions, occurring at the rate of 1bn a second. The US energy department is providing \$450m for materials and services provided by three of its national laboratories, including Fermilab, the National Science Foundation will contribute the rest of the money for components.

Prof Llewellyn Smith said the US contribution would enable Cern to complete the LHC three years earlier than would otherwise have been possible, and to "allow construction of much better experiments".

Dr Haseltine said in mice without MPIF-1, the bone marrow was destroyed after four doses of chemotherapy.

Dr Haseltine said in mice

## Israel defiant on troop withdrawal

By Judy Dempsey in Jerusalem

Madeleine Albright, US secretary of state, yesterday failed to secure a timetable for an Israeli troop withdrawal from the West Bank or agreement on how much land would be handed over by Israel to the Palestinians.

After talks in Paris with Benjamin Netanyahu, the Israeli prime minister, and later in London with Yassir Arafat, president of the Palestinian Authority, Washington has given Israel more time to discuss the redeployment with the cabinet.

This is despite pressure from Mrs Albright who said she wanted progress by the end of the year, specifically on issues related to establishing a safe corridor between the West Bank and Gaza, opening an airport and sea port in Gaza and implementing the long-delayed second Israeli redeployment from the West Bank.

Israeli officials insisted there would be a "safe corridor" between Gaza and the West Bank. "We will not accept any extra-territorial drug use. The Palestinians can use Israeli roads," an official said.

"There is always some excuse for putting off the redeployment," a Palestinian official said. "If it is not the budget, Netanyahu can always blame the nationalists for blocking progress. Frankly, I'm not so sure he wants to do any troop pull-back."

Israel has repeatedly said that even if the cabinet agreed to a redeployment, it would not be implemented for a further six months. "We want to make sure that the Palestinian Authority will crack down on terror," an adviser to Mr Netanyahu said.

Mr Arafat has been cracking down on Hamas, the Islamic Resistance Movement whose military wing claimed responsibility for the July and September bombings in Jerusalem.

But yesterday Mrs Albright presented a detailed list of demands to Mr Arafat drawn up by Mr Netanyahu's advisers. It spelled out what the PA had to do to dismantle "the infrastructure of terrorism." She also said she would recommend to Bill Clinton, US president, that he meet both Mr Arafat and Mr Netanyahu in Washington next month.

## Human test for new cancer drug

By Daniel Green in London

A drug developed from the internationally co-ordinated Human Genome Project is to be tested on patients from next month.

MPIF-1, for cancer patients, is the first drug to emerge from the project to be tested on humans, said William Haseltine, chief executive of the drug's discoverer, US biotechnology company Human Genome Sciences.

HGS was one of the first private sector participants in the Human Genome Project, which aims to uncover all the building blocks of human genes.

The project began in 1990 and is unlikely to have completed its work until well into the next decade.

In animal tests, MPIF-1 has been shown to prevent most of the damage caused to bone marrow by standard cancer chemotherapy drugs.

If it works in people, it would allow more powerful doses of tumour killing drugs to be used over a longer period.

Cancer chemotherapy kills growing cells such as tumours but also damages bone marrow, which grows into the many different cells that make up blood.

Chemotherapy causes a wide range of blood disorders such as anaemia, and so can only be used a few times before it causes side effects.

MPIF-1 was discovered through a process of studying roughly 300 genes that influence the production of blood cells.

Some 23 candidate genes were identified, and the protein produced by one was eventually chosen because of its apparent lack of side effects.

Dr Haseltine said in mice

but almost entirely protected with MPIF-1 present.

It is a natural protein that seems to work by briefly stopping the growth of bone marrow cells so that the chemotherapy drug ignores them.

The drug lasts only a short time in the body and, according to Dr Haseltine, "the bounce back [or blood cell production in the bone marrow] is strong".

The drug is not likely to prevent other chemotherapy side effects such as hair loss and digestive system problems.

The first trials will be on healthy volunteers, to check for side effects.

If it passes that stage, it would then be tested in varying doses on patients, to measure which does is most effective, before being put into large-scale trials required by health regulators before granting approval to market a new drug.

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Dr Haseltine said in mice

without MPIF-1, the bone marrow was destroyed after four doses of chemotherapy.

Dr Haseltine said that a second protein should go into clinical trials over the next few months.

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BAYER ON X-RAY

# US trade deficit records sharp fall

By Nancy Dunnin Washington

The US monthly trade deficit in goods and services shrank by nearly 13 per cent in October from \$11bn to \$9.7bn, as US exports rose by 2.4 per cent despite lost markets in Asia.

Lee Price, acting under-secretary of commerce, attributed the improvement to the "underlying competitiveness" of the economy. Imports this year are expected to pass the \$1.000bn level for the first

time, but growth of exports is outpacing import growth.

In the first 10 months exports rose 10 per cent, while imports were up 9 per cent. The unexpected jump in exports in October included large gains in car parts and capital equipment imports, which rose by 0.4 per cent, included a \$400m increase for oil.

Mr Price said exports were strengthening where foreign economies were improving - Canada, Mexico, the rest of Latin America,

far this year. We hope the recently announced stimulus package there will boost demand," said Mr Price.

The political fraught deficit with China narrowed by almost 6 per cent to \$5.19bn, driven by record US exports.

Andrew Szamoszegi of the Washington-based Economic Strategy Institute said the export gains were not sustainable. "The effects of the Asian crisis on the deficit will kick in about three months and we will have another year of bed

numbers," he said.

Mr Jerry Jasnowski, president of the National Association of Manufacturers, said the "Asian flu" has its upside, because it will deter the Federal Reserve from raising interest rates.

"It will cause significant coughs and sniffles but not enough to put the economy in bed," he said.

A survey of the NAM's executive board found most companies expect the economy to grow from 2.1 to 2.6 per cent next year.

Satellite TV battle in Latin America is over a potential audience of 45m homes

## Big guns target a sky wars victory

**A**s two media groups pour \$1bn each of investment into Latin America's nascent satellite television market, the region's sky wars are heating up.

On the one side are three media giants combined in Sky Latin America: Rupert Murdoch's News Corporation, Mexico's Grupo Televisa and Brazil's Organizações Globo.

On the other are three lesser media lights: the Cisneros group of Venezuela, Grupo Abril of Brazil and Multivisión, a family-run Mexican media company - and Hughes Electronics of the US with a majority stake. Together they make up Galaxy Latin America, beaming Hughes' DirecTV service to the region.

The battle is over an audience for pay television in Latin America that Galaxy estimates at a potential 45m homes, half the number now with a television set. Direct-to-home satellite television has so far captured just 1 per cent of this market.

The Galaxy group started its service first. It claims 300,000 subscribers, leadership in the main markets of Brazil and Mexico, and has active operating partnerships in other countries in the region.

Sky claims 150,000 subscribers in Mexico and Brazil, the only countries where it is now operating - though start-up is due soon in Colombia - and says its subscriber base is growing fas-

ter than the competition.

In lavish events on December 6, a \$250m satellite was launched from Cape Canaveral for Galaxy, its second, and Sky opened a \$140m satellite broadcast centre in Miami.

Sky says its new satellite, once operating next year, will reach all 22 countries in Latin America. "Our technology is way ahead of Sky's," said Ernesto Vargas, who heads Multivisión's MVS Television subsidiary.

Moreover, Sky has had satellite problems. A Chinese rocket carrying an Intelsat satellite to beam Sky services into Latin America exploded at launch in February last year. One of two Sky satellites - Panamsat VI - is not functioning as hoped. In the short term, this may not affect its plans, but may limit the development of future services.

Despite this, Sky denies Galaxy has a technological advantage. Sky has 12 satellite transponders (each capable of carrying roughly one conventional analogue channel) aimed at each of the four main regions in Latin America.

Miro Copic, Sky's Miami-based vice-president for marketing and sales, said that each of its transponders can deliver 10 digital channels. But outside experts think some channels must be audio only, since current technology cannot yet compress 10 video signals onto one transponder.

Once its new satellite is

operating in the new year, Galaxy says it will have two sets of 22 transponders - capable of delivering seven video channels apiece - covering the whole region.

According to Kevin McGrath, GLA chairman, the new satellite alone should be able to deliver 100-130 video channels in each of its two beams. But Sky says its use of the worldwide broadcasting standard DVB will give it access to developments around the world that will be closed to DirecTV, which

uses its own DSS standard.

"This provides economies of scale and a technology that a lot of companies can design against," said Mr Copic. "It's like Betamax and VHS - and we've got VHS," he said, referring to the battle for the worldwide video market that was lost by Sony's Betamax standard.

Over time though, this is unlikely to be critical, said Leonardo Simper, media analyst for Deutsche Morgan Grenfell in Mexico City.

More important, he argued, is that it was not conceding the content battle.

The question some observers have is whether incomes are high enough to sustain direct-to-home satellite television.

"I'm not too excited about the DTH market in Latin America because of the income level. This is not England where BSkyB has been so successful," said Mr Simper of DMG.

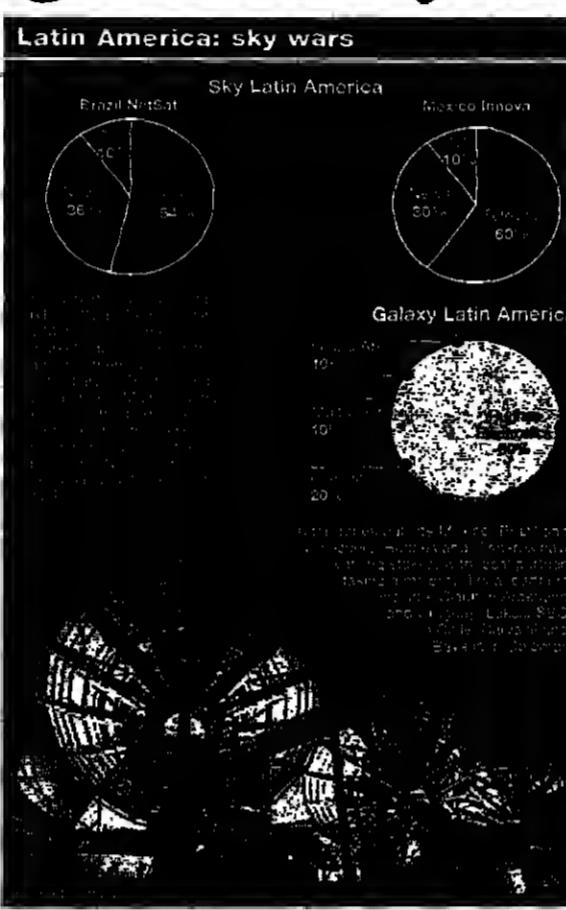
Mr McGrath insisted the battle is not just between Sky and Galaxy, but also with other types of pay television services, such as cable and microwave systems, which often deliver poor quality pictures. In any case, Galaxy would break even - depending on how it is defined - with 1.3m-1.8m subscribers, he declared.

"The point is, that it's a small number compared with the overall market. It's a good business. It's a business that should break even at a relatively early point and should provide a good return to our shareholders."

He is nonetheless battling in Mexico for the right to ensure Televisa's terrestrial channels can be delivered through the DirecTV screen-top box.

(This begins a series on media markets in Latin America)

Stephen Fidler



**BAYER ON X-RAY DIAGNOSIS**

**Agfa**

## NEWS: WORLD TRADE

## NEWS DIGEST

**Japanese car importers suffer**

Sales of imported vehicles in Japan are forecast to fall for the first time in five years, highlighting the difficulties faced by foreign carmakers in the Japanese market.

The Japan Automobile Importers' Association expects imported vehicle sales to drop nearly 16 per cent this year to 360,000 units. It said the fall stemmed from a combination of depressed demand, a decline in Japanese reverse imports, intensified competition with Japanese vehicles and the impact of the weak yen on prices.

The sharp decline in imported vehicle sales comes as Japanese exports to the US and Europe, in particular, have risen sharply. Japanese vehicle exports were up 28 per cent in the year to October. Vehicle exports have been a big factor behind Japan's rising surplus with its main trading partners. The situation is likely to intensify criticism that Japan is exporting its way out of recession.

Separately, the Japan Automobile Manufacturers Association forecast that domestic sales would rise 3 per cent next year to 6.8m units. Competition is likely to intensify further as vehicle makers struggle to maintain their position in the market. Toyota, for example, is determined to increase domestic sales and win back 40 per cent market share, which has been its proclaimed goal.

Toyota forecasts its domestic sales will increase 7 per cent to 2.4m units, against its own forecast for an increase in overall domestic sales of 4 per cent. Japan's largest car company believes it will suffer a 6 per cent drop in domestic sales in 1997. *Michiyo Nakamoto, Tokyo*

## ■ SALMON 'DUMPING'

**EU penalises Norwegians**

The European Commission yesterday imposed provisional anti-dumping duties on imports of Norwegian farmed salmon from 29 producers. The Commission said the Norwegian exporters had either broken an agreement reached in June to end a dispute over EU imports of Norwegian salmon or had failed to file reports as required by the agreement. The provisional duties, to remain in effect for four months, are 0.32 ecus (38 US cents) per kg on imports of farmed salmon from the 29 Norwegian producers as well as a provisional countervailing duty used to counter subsidies, of 3.8 per cent. The EU said the 29 producers represented only a small part of Norway's total salmon exports to the EU of about Nkr 5bn (\$690m) a year. Scottish and Irish competitors earlier this year accused Norway, the world's biggest salmon producer, of flooding the market and depressing prices. Norway rejected the allegations. The row strained relations between Brussels and Norway, which is not an EU member. *International Staff*

**Boeing and Airbus sweeten offers as decision draws near in contest for \$200m deal**

**El Al in bid to choose jets supplier**

By Avi Machlis in Jerusalem

Officials of El Al, Israel's state-owned airline, were last night meeting to choose a supplier for five jets in a deal worth about \$200m. Hours before the expected decision, Boeing, the US aerospace manufacturer, and Airbus, its European competitor, were sweetening their offers, according to Joseph Ciechanover, El Al chairman.

El Al will choose between Airbus' A319 and A320 jets. which seat between 125 and 150 passengers, and Boeing's comparable 737-700 and 737-800 models.

Through its acquisition of the new aircraft, El Al aims to boost profitability, allowing it more frequent flights on regional and European routes. The purchase is also part of a recovery plan, following losses of \$83m last year.

Earlier this year, El Al - which is earmarked for privatisation - decided to consider Airbus for the first

time since 1978. El Al's fleet of 28 aircraft is made up entirely of Boeing jets.

According to sources involved in the negotiations, Airbus' initial offer was slightly less expensive than Boeing's. The US has been putting pressure on the Israeli government to ensure El Al maintains its loyalty to Boeing, a move that has complicated the airline's decision.

Earlier this week, Stuart Eizenstat, US under-secretary of state for economic affairs, urged Israel to choose Boeing. He said Israel had committed to buy US goods as part of Washington's \$10bn loan guarantee programme to Israel.

Tzippy Livni, responsible for privatising Israeli government companies, said El Al was forbidden by law to cave in to political pressure. "El Al must make a strictly independent decision based on business considerations," she said.

Mr Ciechanover denied reports that senior Israeli

ministers tried to sway last night's vote towards Boeing following pressure from Washington. "Today we are analysing both proposals on their merits," he said.

But Israel's Defence Ministry admitted Yitzhak Mordechai, defence minister, had met El Al officials. "Due to the close ties between the US and Israel," said the ministry, "the defence minister wanted to hear what was motivating El Al's choice".

The ministry added it did not "interfere in the compa-

ny's business considerations." Never the less, Mr Mordechai plans to meet other cabinet members to discuss the issue.

Airbus, responding to the US pressure on Israel, defended its offer. "When the product is better, you normally don't need lateral pressures," said Alan Dupiech, an Airbus spokesman.

Airbus had wanted to add El Al to its customer list since it lost the 1978 bid, be added.

**Volume of exports and imports grows by 7 per cent across the globe in 1997**

**Vibrant west boosts world trade**

By Frances Williams in Geneva

The volume of world trade accelerated by 7 per cent this year compared to 5 per cent growth in 1996, propelled by robust activity in North and South America and the recovery in western Europe, according to estimates by the World Trade Organisation in its annual report published today.

The slowdown was already apparent in 1996 as Asia's two-way trade lost dynamism compared with rapid growth in previous years. The volume of exports by six east Asian traders - Hong Kong, South Korea, Malaysia, Singapore, Taiwan and Thailand - rose by 7 per cent last year, higher than the world average but less than half the increase in 1995.

The most dynamic region in 1996 was Latin America,

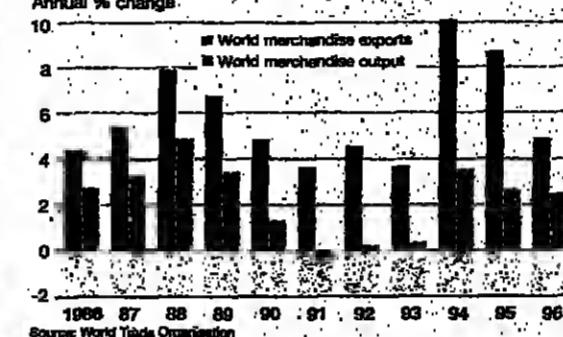
secretarial says. Even so, early data for 1997 shows that the voracious appetite of the east Asian tiger economies for imports was already beginning to slacken. Export growth is likely to exceed import growth this year for the first time this decade, a cause of trade friction that is likely to intensify in 1998.

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The most dynamic region in 1996 was Latin America,

## World trade beats making it

Annual % change



as Mexico boosted the value of exports and imports by over 20 per cent, while oil-exporting countries saw big increases in export earnings from higher oil prices.

The report shows little change in the league table of the world's biggest traders

In its review of trading developments during 1996 the WTO notes that over 200 anti-dumping actions were notified during the year, the main users being South Africa (30 cases) the EU and Argentina (23 cases each), the US (21) and India (20).

The figures demonstrate the increasing use of anti-dumping measures by developing countries which, like the richer nations, now regard them as a legitimate means of protecting their domestic industries. However, in terms of anti-dumping measures in force, the US is way out front with 311, followed by the EU with 153, Canada (96) and Mexico (95).

*Annual report 1997, 2 vols, from WTO Publications, 154 rue de Lausanne, CH-1211 Geneva 21, fax +41 22 739 5732, e-mail publications@wto.org, SF-75.*

**US hits at EU threat of ban on meat imports**

By Nancy Dunne in Washington and Michael Smith in Brussels

The US yesterday reacted with anger to a threat by the European Union to ban imports of fresh US meat and poultry. US officials said the move "appears to be politically motivated" and might well sabotage a bilateral veterinary standards pact under negotiation.

In what threatens to become a big trade clash, EU veterinarians have said there are "very serious deficiencies" in the US programme to test for residues of antibiotic, antibacterial and other substances in live animals and animal products.

US officials hope the tensions will be eased when Dan Glickman, the US agriculture secretary, and Franz Fischler meet next month to discuss agriculture issues. Meat trade will be at the top of the agenda.

Mr Paul Drizek, assistant to Mr Dan Glickman, said the EU inspectors did not discuss their findings with their US counterparts.

"If we had had an opportunity to sit down and talk before the report, we could have worked out an understanding," he said. "We have questions about their systems too, especially with regard to dairy produce."

Both sides have agreed to

undertake "equivalency" discussions on residue standards next year. These would be negotiated so that each side could accept the other's products based on safety standards both sides approve.

The US last week announced a ban on European beef and lamb on the grounds that it had doubts about the surveillance programmes of BSE.

Up to \$100m of US meat exports could be at risk from the threatened EU ban.

The EU imports \$50m of horsemeat, \$40m of beef and \$10m of pig meat from the US each year.

The European Union has given the US a six month ultimatum to strengthen its meat inspection controls or face an import ban, the European Commission said yesterday.

The US would have six months to increase their levels of control. If this doesn't happen, the recommendation would be to ban fresh meat and poultry," it said. The EU plans to send out an inspection team before the end of June to check progress.

The row is the latest in a series over food safety. The EU already bans some US beef exports which are hormone-treated, a stance which the World Trade Organisation says breaks world trade rules.

This will be a very sophisticated fibre-optic system capable of delivering large amounts of data very rapidly," said Mr Dale.

"Demand for such services is likely to rise quickly over the next five to 10 years," he added.

**Push to end US-Japan air talks impasse**

By Michiyo Nakamoto in Tokyo

A controversial proposal to allot extra slots to US airlines at Tokyo's international airport is under consideration as a means to break the impasse in ongoing US-Japan aviation talks.

Bilateral meetings in Tokyo this week failed to produce an aviation accord. The Transport Ministry said progress had been made towards a deal but final agreement was unlikely this year. Talks are set to resume in Washington next month.

Tokyo is studying the possibility of transferring unused slots held by Federal Express, the US cargo carrier, to other US airlines as a means to satisfy US demands for extra slots at Narita. Other foreign carriers are expected to object to the proposal.

US demands for extra slots

at Narita have been one of the sticking points dogging the aviation talks, which have dragged on for several years. The Japanese authorities have insisted no additional slots are available at Tokyo's international gateway, which has only one runway.

Federal Express is believed to have several slots it does not use fully and which could be withdrawn from the cargo carrier under new rules implemented in October. The rules dictate Narita slots used at a rate lower than 80 per cent be reclaimed for distribution to other carriers.

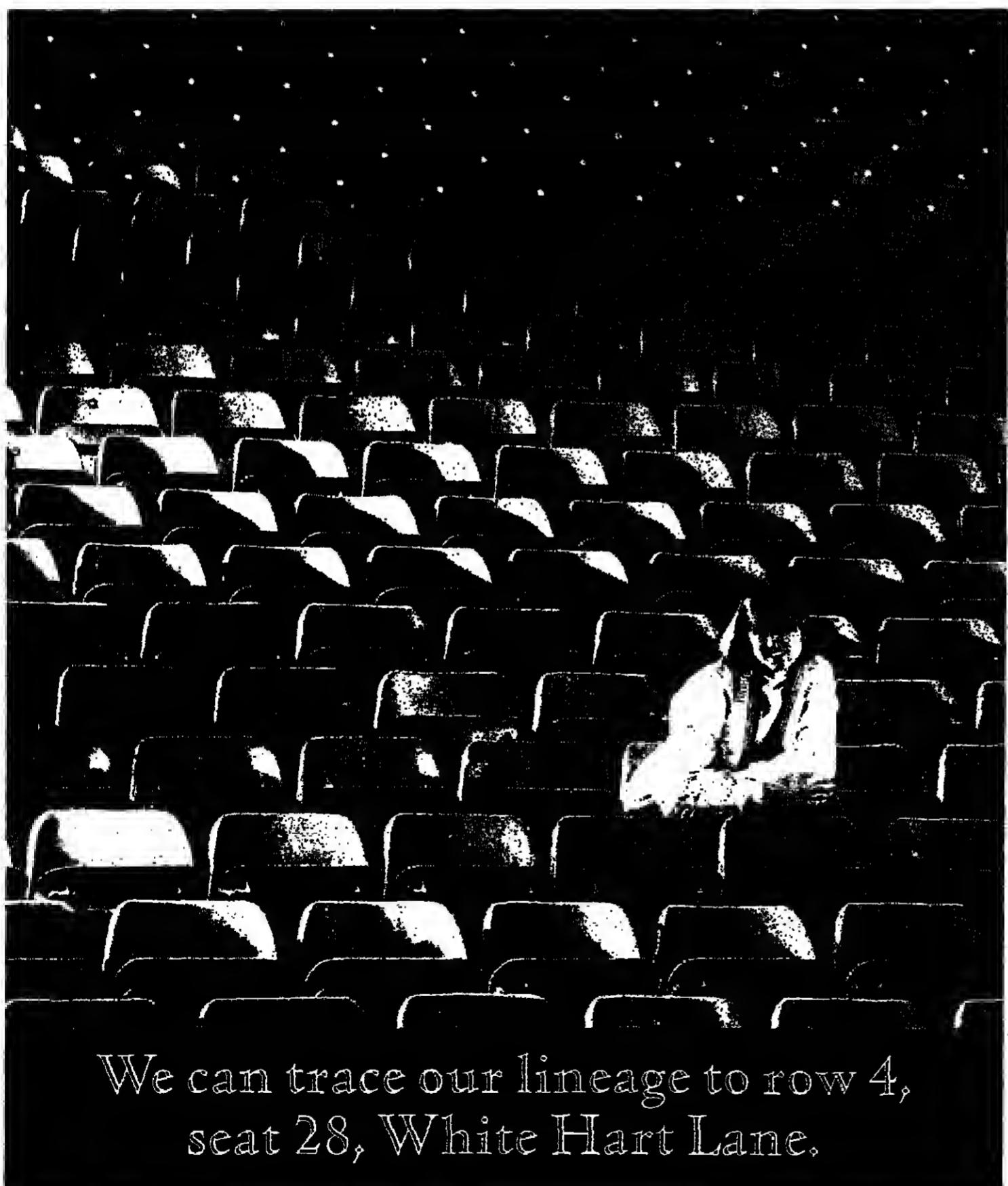
International Air Transport Association rules specify the slots be redistributed in a fair manner by an independent co-ordinator, but the Japanese Transport Ministry believes it could distribute the slots at its own discretion without breaching IATA rules.

If the ministry re-distributes the slots to US carriers, it would be possible to address US demands for extra slots at Narita otherwise not able to be offered until a new runway is completed.

Such a move is likely to anger other carriers, including European, Japanese and US incumbent carriers, which would be missing out on valuable slots involving lucrative routes.

"If they try to pull this off, they are going to have a lot of serious complaints," says one representative of a Japanese carrier.

"This proposal, if it's true, seems rather novel in that it doesn't appear to follow the IATA guidelines," says David Mishkin, vice-president of international affairs at Northwest Airlines, an incumbent US airline. "We would like the allocation process to be transparent and non-discriminatory," he notes.



When Megan Jones isn't in her seat at Tottenham Hotspur, she's wiring seats for Boeing. Alegan is an electrician for Britax Rimbald in Camberley who make first class passenger seats for Boeing planes. She is fully qualified to wire a complete Boeing plane from nose to tail. Boeing has been working with European experts like Alegan and

their companies for over 30 years. For one simple reason: we want to work with people who are best at what they do. Of course, building an airplane is a massive enterprise. It takes teamwork on a grand scale. Many individuals, many companies, many countries. But working together, we can do almost anything.

BOEING

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## NEWS: UK

Association of Lloyd's Members welcomes settlement over policies written decades ago

## Equitas agrees \$990m reinsurance deal

By Christopher Adams,  
Insurance Correspondent

Equitas, the company which last year took responsibility for old losses from Lloyd's of London, has agreed a £60m (\$990m) deal with the insurance market to reinsure additional liabilities.

The latest agreement covers losses that were previously re-insured with a company called Lioncover.

The losses stemmed from disastrous underwriting on syndicates

managed by the PCW managing agency during the 1980s and, as with the rest of Lloyd's old liabilities, relate mainly to pollution and asbestos claims arising from policies written decades ago.

For nearly 3,000 Names, individuals whose personal assets had backed the PCW syndicates, the deal ends months of uncertainty. Lloyd's has been negotiating terms with Equitas for much of this year. The agreement was delayed in part because of resistance from directors of Lioncover.

Lloyd's said yesterday that two directors, John Gaynor and Matthew Vincent, had resigned. It declined to comment on speculation that they wanted Lioncover to continue handling the PCW business.

The premium paid will boost Equitas' cash surplus by £70m. At March 31, this stood at £61m. Michael Crall, chief executive of Equitas, yesterday wrote to former Lloyd's Names reassuring them that it was not assuming a dangerous level of risk. "It's fair to

say that some Names were concerned about Lioncover. But the bulk of the business here is nothing we're not familiar with," he said.

The Association of Lloyd's Members, which represents several thousand Names, welcomed the agreement, saying Equitas had "struck the right bargain".

The liabilities of Lioncover were not transferred to Equitas under last year's recovery plan because Lloyd's was still trying to resolve long-running disputes over money

owed by reinsurers who had underwritten a portion of the business. Mr Crall's letter said that these disputes had been substantially resolved.

In addition, the Lioncover premium was about £20m less than had been originally estimated in the reserving exercise that formed part of Lloyd's recovery plan. The letter said Lioncover would add about £520m to Equitas's investment portfolio. Some of this would be invested in equities, but would produce income immediately.

## UK NEWS DIGEST

## Hyundai backs Scottish project

Hyundai, the South Korean electronics group, confirmed yesterday that its big factory investment in central Scotland will be delayed for up to a year in the wake of South Korea's economic crisis. The company said in a written statement that it was fully committed to the Scottish project but would not proceed with equipping the plant until the Korean economy improved.

"The company's fundamental strategic need for semiconductor capacity in Europe remains unchanged, as do its reasons for choosing Scotland," it said.

Investment in manufacturing equipment and tooling may be delayed for a period of up to 12 months, pending recovery in the financial markets in Korea. The plant had due to open late next year. Construction will continue as planned but the project will be halted when building works are completed next spring.

"Any delay in equipping and commissioning the new plant is a disappointment but we recognise the scale of the difficulties currently facing Hyundai," said Donald Dewar, chief minister for Scotland in the UK government.

## ■ PAY TELEVISION

### Digital service set for licence

British Digital Broadcasting, the pay television service that will compete with British Sky Broadcasting from next year, is expected to gain its long-awaited broadcasting licences from regulators today. BSkyB is the satellite network which Rupert Murdoch's media conglomerate has the biggest stake.

BDB, which is owned jointly by Carlton Communications and Granada Group, has agreed changes, including the shortening of its seven-year programme supply contract with BSkyB to five years with approval from the European Commission. Gerry Robinson, chairman of Granada and BSkyB, is expected to step down from the BDB board to satisfy regulatory concern at links between BDB and BSkyB, which will supply it with three premium sports and film channels.

The Independent Television Commission is to disclose that it has granted three 24-year licences to BDB to covering three bands of frequencies. These will allow BDB to broadcast on digital terrestrial signals across the UK.

The company is working on technology that may allow it to increase the number of channels it broadcasts on from 15 to 18. John Gapper, London

## ■ CENTRAL BANK INJUNCTION

### Currency trader held by police

Currency trader Robert Young, who was banned last week by the Bank of England, the UK central bank, from accepting deposits from investors, has been arrested by Jersey police and is now on remand in the island, the largest of the Channel Islands between England and France.

Young, 43, was already on £10,000 bail from Jersey's Royal Court where he denies 26 fraud charges connected with an alleged currency dealing fraud involving claimed losses of \$27m (£16m).

The Jersey authorities decided that the Bank injunctions placed Young in breach of his bail terms. He was arrested on Wednesday at Nottingham in the English Midlands.

The Bank injunctions, taken out in the High Court in London against Young, Marish Chobrzynski, Mark Buller and First Merchant Ltd, restrained all the defendants from accepting deposits and from making false, misleading or deceptive statements to induce deposits in contravention of the Banking Act 1987. Philip Jeane, Jersey

## ■ PACKAGE HOLIDAYS

### Competition endorsement likely

The government is today expected to publish the findings of the Monopolies and Mergers Commission inquiry into the £7bn (\$11.5bn) package holiday industry. The commission is believed to have endorsed the industry's structure as promoting competitive prices and a wide choice of holidays – a conclusion which will be welcomed by Thomson and Airtricity, the two largest UK tour operators.

They account for almost half the package holidays sold in travel agents and own, respectively, Lunn Poly and Going Places, the two largest travel agency chains. Instead, the MMC is believed to call for ties between tour operators and travel agents to be made explicit by requiring travel agents to publicise those links.

The MMC is also thought to recommend an end to the "most favoured customer" clause in agreements between travel agents and tour operators.

This obliges a travel agent to offer the biggest discounts solely on the holidays of the tour operator with which it has an agreement. Scheherazade Daneshku, London

## Farmers' plight is confirmed

By Maggie Urry and George Parker in London, and Michael Smith in Brussels

European Union statistics issued yesterday confirmed the plight of UK farmers, showing that agricultural incomes have fallen by 23.1 per cent this year compared with an average decline throughout Europe of 3.1 per cent in real terms.

Farmers in the Netherlands have enjoyed rises of 6.7 per cent on average, while incomes of farmers in Germany were up 3.9 per

cent, according to figures by Eurostat, the European Union's statistical arm.

Figures from the UK agriculture ministry estimated farm incomes would fall by 37 per cent in real terms in 1997, while the National Farmers' Union, using a different basis, reckoned the fall to be 47 per cent.

Welsh farmers' leaders yesterday gave evidence of their plight to a hastily convened meeting of the Welsh affairs committee of the House of Commons. The region's farming industry is

particularly dependent on livestock because of the bad rain and climate, and 60 per cent of Wales is deemed "less favoured" by the EU. Welsh hill farmers' incomes, which averaged about £10,000 (£16,500) in 1996, could halve in the current year, witnesses said. Welsh farmers were the first to blockade ports in an attempt to halt imports of beef which they believe are undercutting UK prices. This protest spread across the UK in the last few weeks. Asked by the committee if

the union leaders could stop members protesting, Mr Robert Griffith Parry, president of the Farming Union of Wales, said farmers "are fighting for their survival" and the union could not control them.

Both the NFU and the FAW put the bulk of the blame for the slump in incomes on the rise in the value of the pound against other European currencies. This has cut the sterling value of subsidy payments set in Ecu and has encouraged imports.

## EU farm incomes\*

	% change 1996/1997
Netherlands	+6.2
Germany	-3.9
Spain	+2.6
France	-0.2
Denmark	-1.4
Ire.	-1.2
Greece	-2.1
Portugal	-2.1
Ecu	-3.7
UK	-37.0
Sweden	-5.0
Austria	-3.4
Portugal	-13.7
UK	-37.0

\* Average income from agriculture activity for EU member states as a whole measured in real net value added at factor cost per annual work unit. Source: Eurostat

## Major deplores shift in party's EU stance

By John Kampfner,  
Chief Political Correspondent

John Major, the former Conservative prime minister, has attacked the Eurosceptic position of William Hague, his successor as party leader, in committing the Conservatives to oppose European monetary union

for up to 10 years. Mr Major said his "wait and see" policy on UK participation in a single currency had been copied by Tony Blair, the Labour prime minister, and his government.

He also derided Eurosceptic MPs and newspaper editors for trying to force him to toughen his stand in the final months of his administra-

tion, which ended when Labour won the May general election. "My attitude wasn't weakness, it was the only tenable position," Mr Major told the Spectator magazine.

Noting that some of the biggest defeats among candidates at the general election were suffered by deeply Eurosceptic Conservatives, he said:

"The country, while lukewarm about Europe, is not fanatically anti... There were some people who made the whole Tory [Conservative] party seem mad."

Mr Major said of the present Conservative party leadership's tougher position on EMU: "I wouldn't have ruled it out for 10 years."

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Tivoli Systems Inc.

## 'Auspicious' start for N Ireland jobs scheme

With less than four months to the launch of the UK government's Welfare-to-Work programme, a small Northern Ireland training centre this week advertised for its first 20 recruits.

Austins, a training services company owned by the Londonderry store of the same name, is expected to be joined in a few days by Short Brothers, the Belfast Aerospace company and Northern Ireland's largest private sector employer.

The Northern Ireland Economic Council, an independent think-tank set up to advise the UK government, says conditions for active intervention in the labour markets "have not been so good for some time".

The government's so-called New Deal aims to place about 100,000 young long-term unemployed people in the UK either with a private-sector employer, in the voluntary sector, or an environmental taskforce or in training and education.

In Northern Ireland, the government's Training and Employment Agency estimates that 7,000 18-24 year olds will take up the offer and 2,700 aged 25 and older. They risk losing state benefit payments if they refuse.

Paul Gorecki, director of the NIEC, says the tight labour supply with unfilled vacancies at record levels and skills shortages in

some areas – provides an "auspicious" backdrop.

The business community says the programme should not become a government scheme to reduce unemployment figures artificially. Nigel Smyth, director of the Confederation of British Industry in Northern Ireland warns that "employers do not want conscript labour".

Bill McGinnis, chairman of the Training and Employment Agency, says government lawyers are examining the legislation to ensure it complies with Northern Ireland's Fair Employment rules to combat anti-Catholic bias in the workplace.

There is confusion about whether employers can advertise for recruits, given that a disproportionate number of the target population are likely to be Catholic.

"Any time you give some people preference over others, you come up against the Fair Employment Act," said Derek Smyth, human resources manager at the Londonderry plant of Dupont, the US chemicals company which, like other companies, wants to avoid a possible legal challenge were it to recruit under the New Deal programme.

Dupont, he says, is unlikely to participate. "When we need people, it's for a specific task. We're not looking for government handouts," says Mr Smyth.

John Murray Brown

# undai backs tish project

**General Motors** electronics group confirmed yesterday that it had "fully committed" its capital and technology to a joint venture with South Korea's Hyundai Electronics. The company said in a statement that it was fully committed to the Scottish plant, which has invested in equipping the plant and has a fundamental strategic need to sell more to Europe. It remains unchanged, it said.

Cutisin, headquartered in Jilemnice, near the Czech Republic's border with Poland, is one of a small number of businesses worldwide that make casings for sausages.

Its factories produce long sticks of casing from the protein collagen, which are then shipped to food manufacturers to be filled with sausage meat.

Cutisin was privatised by the Czech government in the early 1990s and a majority stake was sold to Teepak, the US company. In 1996 Teepak was bought by Devro, a quoted Scottish casings company, which thus became one of the world's biggest makers of sausage skins.

The transformation of Cutisin as communists has given way to capitalism has highlighted the differences between the two systems, but managers say that many aspects of the business have not changed, and that Devro respects what Cutisin achieved under communism.

Peter Raschik, Cutisin general manager since 1990, was posted

involuntarily to the company from university in 1987. In those days, he says, the company was funded purely to production.

"We just made the casings. We were given a schedule of when to expect freight trains to arrive and take our output," he says. The trains delivered it to sausage manufacturers in Czechoslovakia and the other Comecon countries, including the Soviet Union.

"But getting orders was not our responsibility," he says. "Sales were arranged between our parent body, a state trading company, and state-owned food companies here in the then Czechoslovakia and in other eastern bloc countries. All communication with our customers was supposed to go through a central organisation."

Cutisin has some informal links with its Czech customers. When, as technical director, Mr Raschik developed a new type of sausage casing, he took it to Czech customers to test before

ordering. But he never dealt with export customers. Now, under Devro, contact with customers is much closer.

Cutisin co-operates with customers in devising new products, rather than developing a new product before finding out whether it is what they want.

TODAY it has a much more realistic profit and loss account. It handles all its own cash but still has to transfer its profits to Devro.

Both managers say that the main difference in the character of the company is the strong motivation that now exists to make a profit.

They identify two principal drivers. Firstly, the free market system, they say, means that the linkage between manufacturing, sales and profits is far clearer. Under communism, prices were permanently fixed and whether a product was popular or not, there was little incentive to step up production.

Secondly, personal rewards have been greatly improved. Senior executives at Cutisin are much better paid than they were under communism, when there was only a small difference in pay between managers and shop floor workers.

Furthermore, until the mid-

1990s, everyone in the plant had to work three days a month in production. "The only person I never saw doing that was the

general manager," says Mr Raschik.

Despite the rigidities of the old

system, Cutisin made consider-

able progress under communism,

particularly in technical innova-

tion. In 1983 it became the first

company in the world to produce

edible collagen. Its Jilomenice fac-

tory, built in 1983, makes colla-

gen casings by a different, but

still outstanding.

Cutisin's gross margins have

improved from below 30 per cent

to more than 50 per cent in less

than two years since coming

under Devro's ownership. This is

partly because of a big increase

in sales to east European coun-

tries and the development of mar-

kets in western Europe.

To meet rising demand it has

reduced its summer and mainte-

nance shut-down periods, cut clo-

sures for Christmas and New

Year and now produces round

the clock.

Turnover has risen from £18m

in 1995 to £24m in 1996 w.

In spite of these changes in

business practices, workers say

they do not notice much differ-

ence, says Vlasto Sebek,

operations director. "For them

the main thing is that the plant

is still there."

In recent years, conglomerates have been firmly out of fashion. But is the new-found emphasis on focus just a fad? Or is it an inexorable trend driven by international competition and more demanding capital markets?

One way of shedding light on this issue is to compare the recent experiences of businesses in Germany and the UK, which have traditionally had different ownership structures and management cultures.

This exercise is the basis of a study edited by Sir Geoffrey Owen and Angus Richter of the Centre for Economic Performance at the London School of Economics, and published this week by the Anglo-German Foundation.

It examines how far country-specific factors affect the pace of corporate restructuring. It also looks at whether these national differences will be eroded as product markets and capital markets become more globally integrated.

One point is clear: Germany has been far less affected by the fashion for focus than the UK or US. "For both countries, the period since the middle of the 1980s has been a 'decade',

but the character of these deals has been different in many cases," says Mr Richter.

Both German and UK companies engaged in a flurry of deal-making to prepare for the single European market in 1992. But work by Professor Steven Davies and David Petts of the University of East Anglia suggests that some UK companies appear to have viewed overseas expansion as a substitute for diversification. By contrast, German businesses seemed to be prepared to diversify as they moved abroad.

These different attitudes are underlined by the statistics on divestment. Over the past 10 years, just over half of UK companies have divested some of their activities compared with just under a quarter of German companies.

Mr Richter also notes a number of relatively specialised *Mittelstand* companies - the small and medium-sized groups on which much

of Germany's prosperity has traditionally rested - are combining into holding companies. This offers them a degree of protection in competitive markets and helps provide access to finance. For example, Triumph Adler moved from its base in typewriter manufacturing into musical instruments and other activities.

Admittedly, some large German companies, such as Daimler and Hoechst, are refining their focus. But others appear to be moving in the opposite direction. For example, large manufacturing companies in

Half of UK companies have divested some activities compared with under a quarter of German companies

traditional businesses, such as Mannesmann and Thyssen, are moving into modern technologies and related services, such as telecommunications.

Mr Richter also notes a number of relatively specialised *Mittelstand* companies - the small and medium-sized groups on which much

of Germany's prosperity has traditionally rested - are combining into holding companies. This offers them a degree of protection in competitive markets and helps provide access to finance. For example, Triumph Adler moved from its base in typewriter manufacturing into musical instruments and other activities.

But it would be wrong to draw too many conclusions from these findings. For one thing, the starting points of the German and UK businesses differ. Fifteen years ago, British companies were among the most diversified in the world, and so had great potential for refocusing. Although Germany had some highly diversified conglomerates, many of the companies which grew out of the *Mittelstand* sector continued to be specialists.

"Although Germany is lacking an merger and acquisition culture comparable to those of the US or the UK, its market for corporate control has gone through a significant development during the last two decades in terms of its size and professionalism," says Professor Günter Müller-Stewens and Michael Schäfer from the University of St Gallen in Switzerland.

Another important influence on

corporate restructuring is the growing pressure on listed companies to increase their profitability in response to pressure from shareholders.

Richard Young, executive director for European Strategies at Goldman Sachs, the investment bank, argues that there is considerable scope for German companies to raise their return on equity through restructuring. The pressure on them to do so is likely to increase, he says.

In many respects, it seems that the German system is being pushed in an Anglo-American direction. Nonetheless, it may be premature to assume that Anglo-American fashion for focus is gaining hold in Germany. "There are certain signs of conversion of corporate structures across the two economies," says Mr Richter. But, he adds, it would be unwise to use the notion of "Anglo-Saxon type restructuring" as a yardstick for what is taking place in Germany.

*Corporate Restructuring in Britain and Germany, an Anglo-German Foundation Report. Available from AGF Book Sales, Tel (01904) 30303; Fax (01904) 303062. Price £12.*

## THE PROPERTY MARKET

Investors eye real estate abroad as Norma Cohen discovers  
**Foreign fields beckon**

Property, historically, has been the ultimate local business. Investors do not like to own buildings they cannot see from their window and traditionally they have not done so.

While portfolio investors in the US and UK have grown comfortable with international diversification of stock and bond portfolios, property has resisted this trend.

Now, it seems, there are signs that a new approach is emerging among investors.

In its 1998 Investment Strategy Annual issued this week, LaSalle Advisors Capital Management, the Chicago-based property investment consultancy, is urging US clients to put up to 10 per cent of their real estate portfolio abroad.

"Real estate is the ultimate local business," LaSalle writes, "and foreign property has not always been readily accessible to non-resident investors."

But recent liberalisation of tax and investment rules has opened up new opportunities. "Our research shows that cross-border investing in tax-efficient vehicles can earn higher risk-adjusted returns than are available from a purely domestic real estate portfolio," the report concludes.

LaSalle argues that three forces are already reshaping the real estate industry - consolidation, globalisation and security. Industries are shrinking the number of participants that they will tolerate. As companies grow by swallowing each other, they extend their activities abroad.

Meanwhile, property assets are increasingly being packaged into securities, which can be traded as easily as shares, broadening the pool of potential investors.

It is these three factors, LaSalle argues, which make an international approach to property investment necessary. The consultancy firm urges investors to place money into markets where property ownership, occupation and management are already multinational.

Jacques Gordon, managing director of research at LaS-

Multinational portfolio management		
North America	Europe	Asia
US	UK	Japan
Canada	France	South Korea
Mexico	Germany	China
None	Spain	India
None	Portugal	Thailand
None	Denmark	Malaysia

Source: LaSalle Advisors

looks abroad for value. "The tenants are global. More people are thinking it's a global business. They think that by exporting the US's relatively more sophisticated investment techniques to Europe's relatively immature investment process, they can add value," he says.

Moreover, Mr Zehner adds, real estate markets do not necessarily correlate returns with other asset classes, nor does one country's property returns rise and fall with others. In the US, property investors have been able to earn fantastic returns on capital in the years 1994 through 1997 as the detritus of the 1980s' property bust went up for sale at bargain-basement prices.

In the US, the market is near a cyclical peak. So if you are looking for value, you have to look outside the US," he says. "And European markets generally offer more opportunity."

US venture funds have been significant buyers of distressed property debt in France. There is also growing interest in Japan where the funding woes of banks are expected to force significant self-offs.

However, US real estate specialists warn that it will be some time before international property gains the same status as international equities or bonds. For one thing, points out John Jardine, managing director of real estate at TIAA-CREF, one of the US's largest pension funds, investors have a long memory.

Jon Zehner, head of global real estate investing at US investment bank J.P. Morgan, says that clients are

In 1989, Chicago-based JMB Realty Corp arranged a leveraged buyout of Randolph Trust Inc, a UK property company, for \$425m. When the US real estate markets collapsed two years later, 13 US pension funds saw their equity wiped out.

Although TIAA-CREF has been investing abroad since 1994, the international portion of its property portfolio is a small part of the business, Mr Jardine says.

The main obstacle, he says, is finding the right local partner to work with. "You are in a different environment with different customs and different laws," he says.

But Mr Gordon points to another troubling obstacle - the lack of transparency about property values and characteristics in non-US markets. While US REITs, real estate investment trusts, are used to publishing volumes of data about their lease structures and finances, other property markets are much more opaque. "The disclosure has got to be much better on cash flows than it is right now," he says.

In its report, LaSalle notes that if real estate truly wants to be admitted to the international capital markets, it must play by the rules. "High-quality financial and market information are part of the admission price," it notes.

Opacity leads to overbuilding, which in turn leads to boom-bust property cycles that will deter investors long term.

## MANAGEMENT

Communist or capitalist, it is business as usual for a Czech company making sausages casings, writes James Buxton

# Changes only skin deep

**THE SKINS MAY BE CAPITALIST MADM BUT I AM ASSURED THE PIGS USED TO MAKE THE SAUSAGES ARE STILL STAUNCH COMMUNISTS**



**POWER BEAME**

Beneath the exterior is a work ethic, a skill level and a drive that is quite outstanding

It does not, however, handle sales and marketing. Decisions on new product lines and marketing are taken by a business development committee, on which Mr Raschik sits, at Devro's head office in Glasgow.

Jiri Jirasko, who has been Cutisin's finance director since 1986, stresses that even under

communism the company had been expected to make a profit. But Cutisin saw only the cash from domestic sales, not from exports, and the profit was retained by the holding company rather than by the subsidiary.

Today it has a much more realistic profit and loss account. It handles all its own cash but still has to transfer its profits to Devro.

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Furthermore, until the mid-1990s, everyone in the plant had to work three days a month in production. "The only person I never saw doing that was the

## BUSINESSES FOR SALE

## CONTRACTS &amp; TENDERS

## REPEAT CALL FOR TENDERS

## FOR THE SALE OF A GROUP OF ASSETS OF

**"S.A. INDUSTRIE AGRICOLE", OF KALAMATA, GREECE**  
**ETHNIKI KEPHALEOU S.A.**, Administration of Assets and Liabilities, of 9a Chrysopoliotiss St. Athens 105 60, Greece, in its capacity as Liquidator of "S.A. D'INDUSTRIE AGRICOLE" a company with its registered office in Kalamata, Greece, ("the Company"), presently under special liquidation according to the provisions of article 46a of Law 1892/1990, by virtue of Decisions No.269/1994 and 463/1994 of the Naplion Court of Appeal.

announces a repeat call for tenders

for the sale of the group of assets mentioned below, which is being sold as a single entity.

## BRIEF INFORMATION

The Company was established in 1973. On 21.4.1994 the Company was placed under special liquidation, according to the provisions of Article 46a of Law 1892/1990 upon application by the National Bank of Greece SA and the Credit Bank SA in their capacity as creditors representing over 51% of the claims against the company. The Company's activities included the production of alcohol (pure an industrial), grape must, kernel oil and olive kernel oil milling residues.

## GROUP OF ASSETS OFFERED FOR SALE

Kernel oil factory/olive oil refinery at "Potami" in the rural area of Kyparissia (Pyrgos-Kyparissia National Road) standing on a plot of land covering approximately 13,702 sq.m. and containing buildings, the surface of which amounts to 2,800 sq.m., machinery and mechanical equipment in operating condition. Certain of the buildings have been built without permission, as certified by the town planning authorities. (For further information please see the Offering Memorandum). The factory is under lease, the validity of which is being disputed in court. The company's trade name is also on offer.

## TERMS AND CONDITIONS OF THE AUCTION

- The Auction shall take place in accordance with the provisions of article 46a of Law 1892/1990 (as supplemented by article 14 of Law 2000/91 and subsequently amended), the terms and conditions set forth herein and the "Terms and Conditions of Sale" contained in the Offering Memorandum. Such provisions and other terms and conditions shall apply irrespectively of whether they are mentioned herein or not. Submission of binding offers shall mean acceptance of such provisions and other terms and conditions.
- Binding Offers:** Interested parties are hereby invited to submit binding offers, not later than 19.12.1998, 1200 hours to the Kalamata Notary Public Mr Panagiotis Dounousakis, Amalias St. No. 3-5, 24 100 Kalamata, Tel: +30-721-87526. Offers should expressly state the offered price and the detailed terms of payment (in cash or instalments, mentioning the number of instalments, the dates thereof and the proposed annual interest rate if any). In the event of not specifying: a) the way of payment, b) whether the credited amount shall bear interest and c) the interest rate, then it shall respectively be deemed that a) the offered price is payable upon execution of the sale contract, b) the amount credited shall bear no interest and c) the interest rate shall be the legal rate in force from time to time. In all cases where the credited amount bears interest, this shall be calculated in relation to the outstanding amount and shall be payable on the dates of payment of each instalment. Binding offers submitted later than the above date shall neither be accepted nor considered. The offers shall be binding until the adjudication. Submission of offers in favour of a third party to be nominated at a later stage shall be accepted on condition that this is expressly stated upon submission and that the offeror shall give a personal guarantee in favour of such third party, for the compliance of the obligations deriving from the sale contract.
- Letters of Guarantee:** Binding offers must be accompanied by a Letter of Guarantee issued in accordance with the sample Letter of Guarantee contained in the Offering Memorandum, by a bank legally operating in Greece, to remain valid until the adjudication. The Letters of Guarantee must be for the amount of: DRS.FORTY MILLION (40,000,000.-). Letters of Guarantee shall be returned after the adjudication.
- Submissions:** Binding offers together with the Letter of Guarantee shall be submitted in sealed opaque envelopes.
- Envelopes containing the binding offers shall be unsealed by the above mentioned Notary Public in his office, on 19.12.1998, 14.00 hours. Any party having duly submitted a binding offer shall be entitled to attend and sign the deed attesting the unsealing of the binding offers.
- A highest bidder** shall be considered the participant, whose offer will be judged by creditors representing over 51% of the claims against the Company ("the Creditors"), upon recommendation by the Liquidator, to be in the best interests of all of the creditors of the Company. For the purposes of evaluation, an offer to be paid in instalments shall be assessed on the basis of its present value to be calculated by employing a 15% annual discount interest rate, compounded yearly.
- The Liquidator shall give written notice to the highest bidder to appear on the date and place mentioned therein and execute the contract of sale in accordance with the terms contained in his binding offer and/or any other improved terms, which may be suggested by the Creditors and agreed upon. In the event of the highest bidder not complying with such obligation, the Letter of Guarantee shall be forfeited as a penalty. Adjudication shall be deemed to take effect upon execution of the contract of sale.
- All costs and expenses of any nature, including any tax (such as V.A.T.), duties, custom duties, any charges in favour of the state or third parties, which may need to be paid (other than those exempted by law) in respect of the participation in the Auction and the transfer of the assets offered hereby for sale, the sale contract, as well as any other act prior or subsequent to the transfer of assets shall be exclusively borne by the purchaser.
- The Liquidator and the Creditors shall have no liability nor obligation whatsoever towards the participants in relation to the evaluation of the offers or the appointment of the highest bidder or any decision to repeat or cancel any Auction or any decision whatsoever in connection with the proceedings of the Auction. The Liquidator or the Creditors shall have no liability for any legal or actual defects of the assets. Submission of binding offers shall not create any right for the adjudication nor the participants shall acquire any right, power of claim from this Call for Tenders and/or their participation in the Auction against the Liquidator and/or the Creditors for any reason whatsoever.
- This Call for Tenders has been drafted in Greek and translated into English. In any event, the Greek version shall prevail.

## OFFERING MEMORANDUM - FURTHER INFORMATION

Interested parties may obtain the Offering Memorandum in respect of the Company and its assets upon signing a confidentiality agreement.

In order to obtain a copy of the Offering Memorandum and any further information please apply to the Liquidator "Ethnikiki Kephalou S.A., Administration of Assets and Liabilities", 9a Chrysopoliotiss St. Athens 10580, Greece. Tel: +30-1-323 14 84-7, Fax: +30-1-321 79 (attention of Mrs. Marika Frangakis).

Bundesanstalt  
für vereinigungsbedingte Sonderaufgaben  
**CALL FOR TENDERS****Mecklenburger Metallguss GmbH (MMG)**  
**D-17192 Waren/Müritz in Mecklenburg-Western Pomerania**

is offered for sale.

MMG is one of the world's leading manufacturers of ship's propellers. It makes and supplies foundry products of standard and special copper alloys, such as

■ fixed pitch propellers up to 100 t

■ components for controllable pitch propellers

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Following an extensive restructuring and modernization operation, which will be completed in 1998, this highly efficient foundry operation now boasts top technological standards and is ideally equipped to meet its customers' expectations.

The volume of orders is in the double-digit millions and stable. The company is in the black. The 110 employees are trained, performance-oriented and committed specialists. MMG is certified by German Lloyd and conforming with ISO 9001 quality standards. Alongside its foundry expertise, MMG has in-house development and design capacities in the hydrodynamics field. The products are marketed through a worldwide distribution network and cooperation arrangements.

Potential investors will be expected to take over and continue the operations at its present site and to safeguard and increase the number of jobs in the long term.

If you are interested, please contact the Bundesanstalt für vereinigungsbedingte Sonderaufgaben, Privatization team 1, Dr. Bernhard Wild, for the tender documents within three weeks from the publication of this notice.

Phone: +49 30 24 51 13 41, Fax: +49 30 24 51 11 98

The contact will be awarded at the discretion of the Bundesanstalt für vereinigungsbedingte Sonderaufgaben.

Bundesanstalt für vereinigungsbedingte Sonderaufgaben, Privatization team 1, Alexanderplatz 6, D-10100 Berlin

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## PIRAEUS FINANCE

## FINANCIAL AND CONSULTANCY SERVICES S.A.

## INVITATION

## FOR EXPRESSIONS OF INTEREST IN

## PURCHASING

## THE TOTAL ASSETS OF

## "INTERNATIONAL CLOTHING INDUSTRY S.A."

## NOW UNDER SPECIAL LIQUIDATION

PIRAEUS FINANCE S.A. (established in Athens at 20 Amalias and 5 Souri Streets) is in its capacity as special liquidator of INTERNATIONAL CLOTHING INDUSTRY S.A. (established in Athens at 64 Vass. Sophias Avenue) which has been placed under special liquidation as per article 46a of Law 1892/90 by Decisions No. 6647/10.7.79 and 9767/27.11.97 of the Athens Court of Appeal.

## INVITES

interested parties to express their interest in purchasing the total assets of INTERNATIONAL CLOTHING INDUSTRY S.A. by submitting within twenty (20) days from today a written, non-binding expression of interest.

## Summary Data on the Company under Liquidation

The company under liquidation was established in 1973 for the manufacture and sale of clothing and woven materials of all types, the representation in Greece of kindred enterprises, participation in other enterprises etc. Within the framework of its objectives, the company established, in the Thuria district of the prefecture of Messinia, a modern factory producing ready-made clothes. This plant, situated on a virgin plot from the beginning of 1993. Since 1996, the company has been facing financial problems and finally, following an application by its creditors, it was placed under special liquidation through the above-mentioned decisions of the Athens Court of Appeal.

## Summary Data on the Assets under Liquidation

Included among the assets of the company under liquidation are:

- A complete factory complex for the production of ready-made clothing in the Thuria district of the prefecture of Messinia, built on a plot measuring 21,805m<sup>2</sup> in area (surface area of the building installations is about 10,100 m<sup>2</sup>)

- Building complex (warehouses, offices, etc.) with a total area of 21,200 m<sup>2</sup> in the land district of the community of Pallini, Attica.
- Independently owned office which occupy the entire 4th floor (total area: 524 m<sup>2</sup>) of the apartment building at 64 Vass. Sophias Ave.
- Indivisible ownership of 1/2 of the independently owned offices which occupy the fifth floor (total area 524 m<sup>2</sup>) of the above apartment building.

- Indivisible ownership of 1/3 of an area of 10,000 m<sup>2</sup> in the district of Ormos, Euboea, as well as the indivisible ownership of 1/2 of a plot of area 909 m<sup>2</sup> (with a 40 m<sup>2</sup> building on it) in the district of Lehmos, Iles.
- Claims and stocks of raw materials and finished products as well as the "AMERICANINO" trade mark in all the countries of the world except Greece, Cyprus, Japan, China, Hong Kong, Indonesia and South America.

A detailed description of the above data, as well as of other remaining assets, is contained in the offering memorandum which is available to prospective buyers.

## Sale Procedure

The sale will take place by Public Auction to the Highest Bidder in accordance with the provisions of article 46a of Law 1892/90 (as supplemented by article 14 of Law 2000/91 and later amended) and the terms of the relative announcement of the auction which will be published in the same newspaper and within the time limits prescribed by law.

Prospective buyers, on signature of a confidentiality agreement, may receive the offering memorandum within the legal time limits. Also, they may obtain supplementary information and data and may visit the premises of the company under liquidation.

## Submission of Expressions of Interest

For the submission of expressions of interest as well as for supplementary information, prospective buyers may apply to the liquidator:

Piraeus Finance, Financial and Consultancy S.A., 20 Amalias and 5 Souri Streets, 105 57 Athens, Greece. Tel: (301) 333 5521, Fax: (301) 333 5020.

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(In Administrative Receivership)

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- c. 200 employees.

- Annual turnover of c. £14 million.

- Order book of c. £4 million, including a substantial fitting contract with a major German OEM.

- Product range comprising:

- S320 coach and variants including the only ECER66 roller approved 69 seat (all seat belted) coach available in the market, ideal for school use
- Super low floor bus
- Vanguard coach (with potential for exploitation in emerging markets).

For further information, please contact

Kevin Haywood at:  
Arthur Andersen, 1 Victoria Square,  
Birmingham B1 1BD.  
Tel: 0121 233 2101. Fax: 0121 643 7647

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## LEGAL NOTICES

## No. 005191 of 1997

## IN THE HIGH COURT OF JUSTICE

## CHANCERY DIVISION

## COMPANIES COURT

## NO 005194 of 1997

## IN THE MATTER OF

## ANGLO UNITED PLC

## - and -

## IN THE MATTER OF THE

## COMPANIES ACT 1986

## NOTICE IS HEREBY GIVEN that a Petition was presented to Her Majesty's High Court of Justice, Chancery Division on 2nd December 1997 for the section of a Scheme of Arrangement and the confirmation of the reduction of share capital of the above-named Company from £60,000,000 to £14,781,375.00.

AND NOTICE IS FURTHER GIVEN that the said Petition is to be heard before the Judge of the Companies Court at the Royal Courts of Justice, Strand, London WC2A 2LS on Wednesday the 16th day of January 1998.

Any Creditor or Shareholder of the said Company desiring to oppose the making of an Order for confirmation of the said reduction of share capital should appear at the time of hearing in person or by Counsel for the same.

DATED 6th October 1997

CHRISTOPHER ALFORD, 125 London Wall,

London EC2M 5AE Tel: 0171 227728

Re: Col. Wilton

Solicitors to the above named Company

WEST TECHNICAL SERVICES  
LIMITED

## Incorporated November 24/1985

## WEST ELECTRICAL SERVICES LIMITED

## Vale of Edale Business Centre

## Tadcaster LS24 9JZ

## Date of appointment of joint Administrators December 1997

## Name of the Debtor Bank plc

## O.S. Sherriff and Son (Preston)

## Address: 100 London Road, Preston PR1 3LR





## FINANCIAL TIMES

Number One Southwark Bridge, London SE1 9HL  
Tel: +44 171-873 3000 Telex: 922186 Fax: +44 171-407 5700  
Friday December 19 1997

# Enter another Mr Kim

After the dismal performance of Kim Young-sam as South Korean president over the past five years, it is time for a transformation in the country's politics. But Kim Dae-jung, who is to be installed as president in February following his victory in yesterday's election, has yet to prove that he has the qualifications required to modernise his country's flawed democracy.

The challenges he faces are formidable, and meeting them is made all the harder by the narrowness of his victory. The most pressing task is to implement wide-ranging economic reforms so as to secure a return to sustainable growth in the medium term.

But there are three other, equally important tasks if the new president is to efface the legacy of corrupt and incompetent administration bequeathed by his predecessor.

He must restore to the office of the presidency - which is highly powerful under Korea's constitution - the reputation for clean, decisive and able government, which it now sadly lacks. He must make politics more inclusive, by persuading unions to co-operate in economic reform rather than provoking violent confrontation. Last but not least, he must seek a more conciliatory relationship with North Korea. The president tonnes of the outgoing president added to regional tension.

To these tasks D-J, as he is almost universally known, brings a reputation for limited understanding of economics, sympathy with organised labour, and a politician's charm that Lee Hoi-chang, his main opponent in the election, lacks. Though he has a long pedigree

## Sam's travels

America's most admired retailer has landed in Europe. Should local competitors be worried?

Wal-Mart's purchase of the Wertaun chain of 21 hypermarkets is a sign of the renewed interest among big store chains in international expansion. It is a tradition that goes back to Woolworth and JC Penney, but has been marked as failure by success by success.

Recent moves have continued this patchy record. McDonald's has been consistently successful. Kentucky Fried Chicken has needed several relaunches. Marks and Spencer has done well in France, poorly in Canada. Ikea has triumphantly exported Swedish style. Tengelmann has struggled with A&P. Tesco quickly pulled out of its French acquisition.

To succeed at cross-border retailing, you need a strong brand at home, a sales proposi-

## Military liberals

President Bill Clinton's attempt to rebuild America's fast-fraying national consensus through a desultory "conversation on race" has so far done more to expose problems than to solve them. But there is one thing on which most people agree: the army has something to teach civilian America about racial integration.

Although it was seething with prejudice 20 years ago, the army has become one of the few US institutions where African-American achievement is unquestioned. Nine per cent of US generals are now black, and no one suggests that standards have been compromised.

Significantly, the army avoids timetables and quotas, but affirms the principle that the racial mix of soldiers appointed to any rank should broadly reflect the pool of people in the rank below who are eligible. If this pattern is broken, the result is to boost skills, not lower standards.

This experience offers both comfort and lessons. Those on the right can point to the army's insistence that merit need not be sacrificed; but they have to admit that "skill-booster" requires money and political will. Liberals applaud the army's conclusion that the exclusion of any racial group from the higher ranks is unacceptable and dangerous. But they must acknowledge that promoting those who are manifestly unequalled can embitter those who are excluded.

It is this factor - the resentment of those who consider themselves victims of affirmative action - that is threatening to create a new chasm in American public life. This anger

fueled the referendum in California, and the court case in Texas, which virtually outlawed racial preference in admissions to universities.

In practice, of course, the civilian world possesses neither the resources nor the top-down command structures needed to reproduce the military's achievement precisely. But the army's record drives home one important reality. Whenever an institution - be it an army platoon or a business corporation - senses that its survival depends on developing practical and accepted solutions to racial issues, it does just that.

Unfortunately, politicians seem not to feel any such urgency. Much petty bickering is in store over Mr Clinton's nomination of Bill Lann Lee, an Asian-American lawyer who supports affirmative action as civil rights chief. This squabbling will simply accelerate the breakdown of consensus.

Yet the building blocks

needed to reconstruct a broadly based racial policy do exist.

Very few politicians regard the creeping resegregation of the university system as acceptable;

yet not many view crude discrimination, in defiance of public opinion and Supreme Court rulings, as the answer either.

The public, while increasingly

hostile towards racial preference, still favours giving a helping hand to the economically advantaged. Those are the parameters within which a new approach to race can be worked out. But the poor quality of recent debate on Capitol Hill inspires little confidence. Politicians should concentrate as hard on this issue as the generalists have.

## COMMENT & ANALYSIS

US companies:  
putting more out of work?



# Return of the downsizers

Corporate America is experiencing another wave of job cuts. Richard Waters says this is only part of the story

In Rochester, New York, mass firings have become a familiar event over the past decade as Eastman Kodak, one of the big manufacturing companies based there, has drawn in its horns.

Elsewhere in the Kodak world, though, things used to look rather different. Like many US multinationals, the company has poured a large part of its investment into building new markets for its products around the world, increasing revenues from abroad to the point where they now account for more than half of the total and largely insulating workers elsewhere from the downturns in the US.

Not any more. One of the most famous American brand name companies yesterday sharpened its axe for what adds up to its first sweeping job cuts abroad: nearly one in four workers will fall victim to the company's latest attack on costs.

Kodak is not alone. With the economic contraction in East Asia following a period of rapid expansion overseas, the search is on among multinationals for ways to run their international networks more efficiently.

This is one message to emerge from a new round of corporate restructuring that has swept corporate America in recent years. Not since the beginning of 1996, when AT&T triggered a public outcry and a political

backlash against downsizing with its plan to slash 40,000 jobs, has the subject assumed such prominence.

And while many of the forces that produced previous waves of downsizing remain the same, there are other factors at work suggesting both that American companies are facing a new squeeze on profits - and, perhaps paradoxically, that the availability and cost of new workers in the US after the long economic expansion are becoming sources of concern.

This week has witnessed the two biggest retrenchment plans of the year so far. Kodak has said it will shed 16,000 workers (it had earlier said it expected 10,000 to go); Boeing will cut 12,000 jobs next year, or one in 10 of the workers in its booming commercial aircraft division. These developments, and a batch of other big job losses this autumn from the likes of Citicorp, Levi Strauss and Whirlpool, amount to a fresh outburst of downsizing after a period of relative calm.

Does this mean the US is engaged in a frenzy of job-cutting? Hardly. It is important to keep the recent cuts in context: by this summer, job eliminations had dropped to their lowest level of the 1990s, according to the American Management Association. Even after the recent flurry of announcements, the number of jobs lost through corporate

restructurings is running around 15 per cent below 1996, says Challenger Gray & Christmas, an employment consulting firm in Chicago that tracks public announcements. The number of jobs lost in the peak year for downsizing of 1993 was a third higher.

Nevertheless, the new outbreak of job cuts has created some concern about the outlook for next year. Coinciding with signs that the 1990s boom in corporate profits may be drawing to a close, it has rekindled worries about job insecurity - even at a time when the US unemployment rate has fallen below 5 per cent.

To be sure, the effect of many of the new corporate retrenchments will be felt far from home. In the past two weeks, both Philip Morris and RJR Nabisco have said they will cut around 2,500 jobs, with foreign workers taking the brunt of the losses. Like many other US multinationals, Philip Morris has tried to stitch together an international business for its Kraft Foods unit by buying operations piecemeal in other countries. The next step will involve melding the operations into a more efficient global network, reducing overheads and concentrating production in efficient locations.

The same effort has been under way at Whirlpool - a company that has had to cut back on its ambitious globalisation plan this

autumn after disappointing results from its ventures overseas. And Kodak provides a close parallel. The many small photo-finishing businesses it has bought outside the US have failed to generate adequate returns, says Michael Ellman, an analyst at Schroder Wertheim in New York. Squeezing out costs by trying to consolidate networks in different countries is now the order of the day, he adds.

This week's other mass downsizing, from Boeing, carries a very different message. While some other big companies have been shrinking, the Seattle-based aircraft maker has been hiring in large numbers to meet a boom in commercial aircraft orders, adding more than 30,000 jobs in the past two years. Many of these people, though, will now be laid off as Boeing seeks to boost efficiency.

"They simply hired people who don't have the skills to do the job," says John Challenger of Challenger Gray & Christmas. Like other US companies, he adds, Boeing has found it impossible to recruit or train the people it needs at a time when demand for skilled workers has created nationwide shortages.

While individual announcements such as Boeing's catch the headlines, it is worth noting that the forces behind the sudden corporate firings are similar to those at work in previous rounds of

downsizing. With little power to raise prices - particularly after the devaluations across Asia have reduced US import prices - American companies are turning to cost-cutting as the best way to maintain the double-digit profits growth that has characterised the 1990s.

Job cuts among well-known companies have further encouraged the process of outsourcing, which means employment is shifting even more from big companies to specialised suppliers. Among this week's announcements was one from Polaroid, which said it would cut 1,500 jobs - the same number it shed two years ago. After a failed attempt to become a vertically integrated company, making its own photographic papers and chemicals, the maker of instant cameras has joined the fashionable outsourcing trend - one of the reasons why, according to the American Management Association, companies with between 100 and 500 employees have become the biggest job creators.

"It would be wrong, though, to write off the big company. These may have been the biggest firers, but they also remain the biggest hirers. For every Kodak there is a Wal-Mart, the hugely successful discount retailer now America's biggest private-sector employer. Wal-Mart says it added 41,000 jobs in the US last year, lifting the total to 670,000.

year: the best they will be able to do is hold their businesses steady. A recent Bank of America survey of more than 600 executives at medium-sized companies in the mid-west found that 57 per cent did not plan any significant capital investment in the first half of 1998, up from 47 per cent six months earlier. About two-thirds thought their labour workforce requirements would be unchanged in six months.

"These may be the early signs of an economic pullback," says Marcus Acheson, head of Bank of America's commercial banking division. "Capital spending has been instrumental in increasing productivity... if capital spending slows, an economic downturn may not be far behind."

## Lean and hungry

nationally and gained market share in niche sectors from industrial valves to lift trucks.

Stephen Hardis, chairman of Ester, a \$7bn-a-year maker of vehicle parts and control equipment, hopes to boost annual sales to \$10bn by 2000 through a combination of acquisitions and organic growth. His company has increased sales from less than \$4bn in 1994.

With nearly 80 per cent of its sales in the US, Ester intends to expand abroad. Shrugging off the recent turmoil in Asia, Mr Hardis says: "We'd like a bigger part of the Korean or Japanese economy. If attractive acquisi-

tions come up in these countries, we'd buy them."

Also upbeat is Bill Keyes, chairman of Johnson Controls, one of the world's two biggest makers of seating and other interior parts for cars. Its annual \$7bn sales have grown from zero in 1984 when it latched on to the big carmakers' requirement for outsourced supplies, one reason for the latest round of job cuts in the 1990s, according to the American Management Association. Even after the recent flurry of announcements, the number of jobs lost through corporate

planning to grow by foreign acquisition. At Case, one of the world's big four tractor makers and a large supplier of construction equipment, Jean-Pierre Rossi, the chairman, says gloom in the US about the European business climate is overdone. Case has prospered, he says, through "cherry-picking" - buying six medium-sized companies in Austria, the UK and Germany over the past two years. "When I look at Europe I see some promising companies which can add to our product line."

But not all medium-sized companies are so confident. Many say 1998 will be a much tougher

year: the best they will be able to do is hold their businesses steady. A recent Bank of America survey of more than 600 executives at medium-sized companies in the mid-west found that 57 per cent did not plan any significant capital investment in the first half of 1998, up from 47 per cent six months earlier. About two-thirds thought their labour workforce requirements would be unchanged in six months.

"These may be the early signs of an economic pullback," says Marcus Acheson, head of Bank of America's commercial banking division. "Capital spending has been instrumental in increasing productivity... if capital spending slows, an economic downturn may not be far behind."

## OBSERVER

### The Yanks are back

■ How time flies. It seems like only yesterday that Credit Suisse was bailing out its wayward US investment bank. First Boston after it lent too much to the wrong sort of people in the mergers and acquisition boom of the late 1980s.

In practice, of course, the civilian world possesses neither the resources nor the top-down command structures needed to reproduce the military's achievement precisely. But the army's record drives home one important reality. Whenever an institution - be it an army platoon or a business corporation - senses that its survival depends on developing practical and accepted solutions to racial issues, it does just that.

Unfortunately, politicians seem not to feel any such urgency. Much petty bickering is in store over Mr Clinton's nomination of Bill Lann Lee, an Asian-American lawyer who supports affirmative action as civil rights chief. This squabbling will simply accelerate the breakdown of consensus.

Yet the public, while increasingly

spirit. And Japanese market watchers in the rest of the world might find it hard to concentrate on their Christmas luncheons, especially if the government does change to its plans.

At least Daiwa and Nikko Securities can take it easy at Yuletide: their trading bands - punishment for alleged illegal payments to racketeers - start on Christmas Day.

Fudged Noel

■ Are Japan's leaders glib? For the past few weeks, bureaucrats and bankers have been going short of sleep and leisure time, trudging through the night, weekends and public holidays to contain the unfolding financial turmoil.

Some bureaucrats are clearly feeling the strain. The finance ministry official in charge of income tax fell asleep yesterday at a press briefing on the tax cuts. He had been slaving away around the clock on the ruling Liberal Democratic party's first lot of budget proposals when Wednesday's tax U-turn hit.

Now the government has decided to hold the crucial cabinet debate on the tax cuts on Christmas Day. Japan has a history of taking tough decisions at Christmas: the Tokyo markets are open, but most others are closed, so the impact of any news is muted.

The country doesn't officially

celebrate Christmas, but many Japanese join in the festive

European Union may not please everyone. There has been some talk of Kyrgyzstan joining, minister responsible for EU affairs being bypassed, but few were expecting a new top-level committee to handle the negotiations.

Not only is that the new structure clarifies much. It'll be headed by Prime Minister Jerry Buzek, but Jack Saryusz-Wolski, Poland's prickly top expert on the inner workings of the EU, is tipped for the post of committee secretary and *de facto* chief negotiator.

Not only is it not clear who's in charge, but Wolski, who helped to draft Poland's EU association agreement in the early 1990s, has a reputation for the post of committee secretary and *de facto* chief negotiator.

Not only is it not clear who's in charge, but Wolski, who helped to draft Poland's EU association agreement in the early 1990s, has a reputation for the post of committee secretary and *de facto* chief negotiator.

Surprise, surprise, the pre-recorded session, which had been heavily advertised on the country's main commercial station, was pulled at the last moment. This may be a new era in Kenyan politics, but let's not get carried away.

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The country doesn't officially

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Japanese join in the festive

spirit.

1500 flights a week.  
British Midland  
The airline for Europe

# FINANCIAL TIMES

Friday December 19 1997

20 European destinations.  
British Midland  
The airline for Europe

## Kim wins slim election victory in South Korea

By John Burton in Seoul

Kim Dae-jung last night won a narrow victory in South Korea's presidential election in the first peaceful transfer of power to the centre-left in the nation's 50-year history.

With ballot-counting almost completed, Mr Kim had 40.4 per cent against 38.6 per cent for Lee Hong-chang, the government candidate, a difference of fewer than 450,000 votes out of 26m cast.

Mr Kim, 74, who was making his fourth bid for the presidency since 1971, benefited from public anger against the government for the nation's economic crisis, including its request for a \$57bn bail-out from the International Monetary Fund.

The opposition leader criticised the tough IMF conditions, although he has promised to support the programme in principle.

The US yesterday underlined that Korea should press ahead with the IMF programme. Mike McCurry, the White House spokesman, said: "It's

been fairly clear that the Republic of Korea would like a jump-start on some of the aid that it has available, but it is clearly in our best interest, and we believe in their best interest, for them to move forward on the IMF package as quickly as possible."

Mr Kim's election is likely to rattle Korea's financial markets and foreign investors because of doubts about his commitment to implement the IMF package.

He is distrusted by business and conservative voters for his social democratic views in a country where anti-communism remains the guiding ideology because of South Korea's confrontation with Stalinist North Korea.

Mr Kim's election caps an extraordinary career as a campaigner for democracy, including nearly being killed twice by Korea's former military rulers in the 1970s and 1980s.

Mr Kim's slim electoral mandate, although similar in size to the victories in the two previous elections, could make it difficult to heal regional di-

sions in South Korea. Mr Kim swept the western half of the nation, including his political base in the underdeveloped south-west Cholla region. Mr Lee performed best in the government stronghold in the nation's eastern half.

Although the government would normally be guaranteed victory because of the majority centre-right vote, it was defeated by a split in its ranks between Mr Lee and Rhee In-je, an independent candidate, who received nearly 20 per cent of the vote.

Mr Kim will not be inaugurated for his single five-year term until February 25, which leaves Korea in limbo for the next two months during economic uncertainty and political weakness because of the unpopularity of Kim Young-sam, the current president.

Although the president has vowed to work closely with his successor, the transfer of power is likely to be marked by squabbling since the two men are bitter political rivals.

**Editorial Comment, Page 15**

## Japan's trade surplus with US shows increase of 28%

By Paul Abrahams and Gillian Tett in Tokyo

Japan's trade surplus with the US, a cause of trade friction between the two countries, showed a year-on-year rise of 28 per cent last month to Y483bn (\$3.8bn). Meanwhile, exports to Asia fell by 1.9 per cent as demand was squeezed by the regional economic crisis.

The poor state of the Japanese economy was underlined by an unexpected 4.2 per cent fall in imports last month compared with a year earlier - the first fall for three years.

The Economic Planning Agency said sluggish domestic demand had pushed down growth by about 1.2 per cent this year. It forecast industrial production growth would fall from 2.6 per cent this year to just 1.8 per cent next year.

The slowdown in export growth has forced the government to slash its gross domestic product by 4.2 per cent.

The US monthly trade deficit in goods and services shrank by nearly 13 per cent in October from \$11.1bn to \$9.7bn, as US exports rose by 2.4 per cent despite lost markets in Asia.

The unexpected jump in exports included large gains in car parts and capital equipment. Imports, which rose by 0.4 per cent, included a \$400m increase for oil.

The growth of exports this year is outpacing import growth. Report, Page 7

The product growth forecast for the current fiscal year from 1.9 per cent to only 0.1 per cent. The government predicts the economy will expand only 1.5 per cent in the year ending March 1999.

Overall export growth was sluggish, rising only 6.4 per cent last month, the first single-digit increase since December 1996. Exports to the US rose 3.4 per cent, and to the

**US trade deficit, Page 7**

## El Niño brings drought and drains canal

Continued from Page 1

The limit is likely to apply until July, while further restrictions are not ruled out. About 8 per cent of vessels using the canal last year exceeded the 39ft limit. "Six inches equates to about 1,000 tonnes of cargo. It affects buyers and sellers and there is less freight paid to the shipping line. Everyone is a loser," said Mr Newall.

Horst Nowak, operations director at German ship owners Egon Oldendorff, said: "There is a lot of competition in the market and rates are already on the low side."

Horst will be bulk carriers of Panama size - the maximum for the canal - which carry grain, soya and fertiliser from the US Gulf to Asia. Grain shipments accounted for 42m tonnes of the 198m tonnes of cargo passing through the canal last year.

Washington set to offer a rare welcome to Turkey, Page 2

## Russia may halt sale of missiles to Greek Cypriots

By Lionel Barber in Brussels, John Barham in Ankara and Bruce Clark in Washington

Russia has signalled that it is ready to halt the sale of S-300 anti-aircraft missiles to the Greek Cypriot government in return for financial compensation, it was being said within Russia yesterday.

Yevgeny Primakov, Russian foreign minister, passed the message during a visit to Nato headquarters in Brussels this week, it was said.

The Russian move offered a glimmer of hope in the growing crisis over Cyprus between Turkey and the European Union. The EU angered Turkey last weekend by setting a date for accession negotiations with Cyprus, while smirking Ankara's application for membership.

Mesut Yilmaz, Turkish prime minister, threatened on Wednesday to withdraw Turkey's membership bid, but other government officials suggested yesterday this was unlikely.

"There is no decision on this," Sebah, the pro-government newspaper, quoted Bulent Ecevit, deputy prime minister, as saying. "We did not speak about this with Yilmaz. We will become a member of the European Union."

In a sign that Turkey intends to strengthen its economic relationship with the US following the EU snub, Mr Yilmaz said he would today sign an agreement at a ceremony to be witnessed by Al Gore, the US vice-president, to buy 49 Boeing 737 aircraft. THY, the Turkish airline, has valued the deal at \$850m.

Turkey has threatened to integrate more closely with Turkish-occupied northern Cyprus if the EU launches the talks next April with the internationally recognised Greek Cypriot government. It has also vowed to knock out the Russian missiles, due for delivery in the spring.

The US and other Nato members were watching tensions over Cyprus with alarm because they threatened a regional military confrontation between Greece and Turkey, two long-standing Nato members.

"This is one of our biggest worries in 1998," said a Nato diplomat. "We are dealing with something which is unpredictable."

The Russian government's motive for selling the surface-to-air missiles to the Greek Cypriot government appeared to be financial rather than an attempt to sow discord within Nato, according to officials familiar with the deal.

Washington set to offer a rare welcome to Turkey, Page 2

## THE LEX COLUMN

## Double damage

Embarrassing safety problems with first the A-Class and now the Smart can show Daimler-Benz's ambitions have outstripped its capabilities. Underlying the two costly failures is a rash response by its car business, Mercedes-Benz, to the sharp downturn in the German market in 1993. That recession - compounded by Japanese competition - forced German car manufacturers to embark on a period of hectic innovation. Some - such as VW with its new Audi models, or Porsches with its Boxster - succeeded. Mercedes, on the other hand, could now write the textbook on how not to introduce new products.

Whereas the trend in the rest of the industry has been to reduce the number of platforms on which models are produced, the Smart and A-Class created new ones. Furthermore, to introduce a product as risky as the Smart - an inelegant and inexpensive urban runabout - in a location with no history of car assembly was bold enough. But to attempt such a feat with a new workforce and a revolutionary integration of suppliers in the process was reckless. That result is a six-month delay to the car's launch should not really be a surprise.

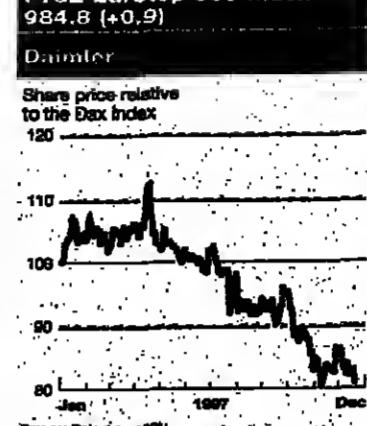
While the cost of the delay - in lost sales, marketing expenses, capital costs and supplier penalties - may look trivial to such an industry behemoth, the damage to Mercedes' image as a luxury carmaker may be longer lasting.

### Dresdner Bank

Dresdner Bank shareholders must be praying that the merry-go-round at the top has finally stopped. Hans-george Hofmann yesterday became the third senior official in recent months to succumb to a tax scandal, while at least three other top bankers have left, or departed early. If that were not enough to put the wind up investors, a large investment banking acquisition in the US has also been widely trailed. Despite this, the bank still trades on a heady multiple of 22 times next year's earnings, notwithstanding a measly return on equity of around 11 per cent.

This of course has little to do with Dresdner and everything to do with expected consolidation in Germany's banking. With heavy cost-cutting, the best hope is for the sort of tax-driven asset swap that allowed the two Bavarian banks, Hypo-Bank and Vereinsbank, to merge. The

### FTSE Eurotop 300 index



Source: Datastream/CV

only turned profitable this year. Tackling Europe's sophisticated and highly competitive retail industry will be a very different challenge. Corporate history is littered with retailers whose foreign adventures turned into disasters.

So why risk attacking Europe now? One possibility is that Wal-Mart sees a big shake-up coming in European retailing - as, by the by, does Metro - and wants to play its part. More likely, with the group approaching saturation point in the US, where it accounts for over 40 per cent of discount store sales, it is increasingly being forced to seek growth abroad.

### Asda

You have to hand it to Asda. They have done it their way, and they have succeeded handsomely. Faddish industry trends like loyalty cards, expanding into financial services and internet shopping have been avoided. Instead, a powerful winning formula has been developed. Open large stores and pull in the shoppers with a compelling, low-price food offer. Sell them attractive non-food items, like a branded clothing range, and up goes the gross margin. This can then be reinvested in food, and the process starts again.

Asda's ability to continue delivering superior growth this year should not be doubted. But as Archie Norman, Asda chairman, points out, food retailing success can be a fleeting thing. And the risk to Asda is that when its domestic growth formula matures, it will be left without a long-term strategy. It is not for nothing that Tesco and Sainsbury have been contemplating distant pastures.

The mooted merger with Safeway might not have addressed this point, but \$200m (\$330m) annual cost savings are not to be sniffed at. Clearly Safeway needs it more right now. And the relative under-performance of Safeway shares in recent months represents a strong market signal. Moreover, Mr Norman is entitled to point out that Asda is doing quite well enough alone. But if shareholders are to be denied the rich pickings of a merger, at the least they are entitled to a healthy share buy-back. Net debt of \$212m, set against a market capitalisation of over \$5bn, is hardly an efficient balance sheet.

See additional Lex comment on UK capital gains tax, Page 20

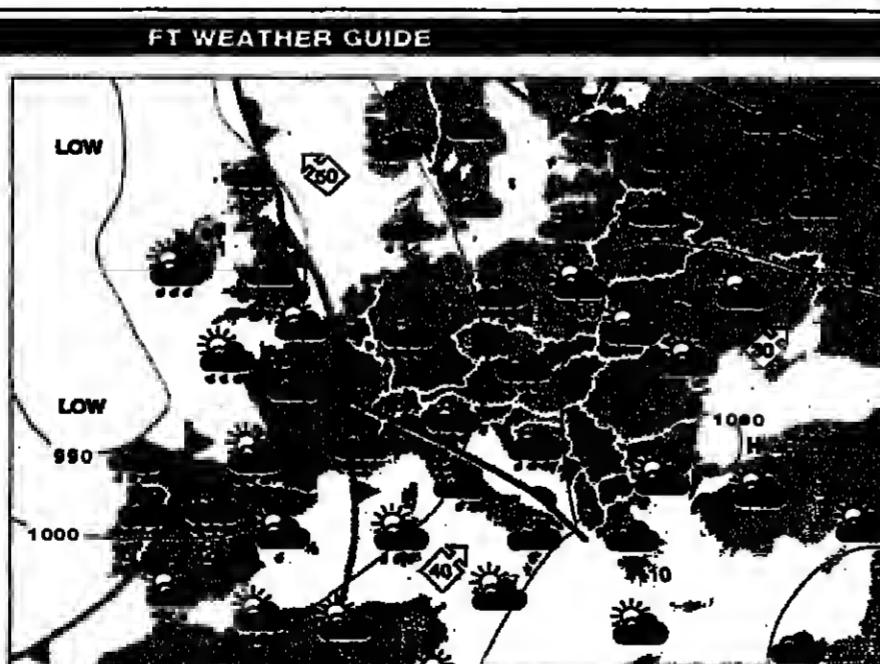
### Europe today

The limit is likely to apply until July, while further restrictions are not ruled out. About 8 per cent of vessels using the canal last year exceeded the 39ft limit. "Six inches equates to about 1,000 tonnes of cargo. It affects buyers and sellers and there is less freight paid to the shipping line. Everyone is a loser," said Mr Newall.

Horst Nowak, operations director at German ship owners Egon Oldendorff, said: "There is a lot of competition in the market and rates are already on the low side."

Horst will be bulk carriers of Panama size - the maximum for the canal - which carry grain, soya and fertiliser from the US Gulf to Asia. Grain shipments accounted for 42m tonnes of the 198m tonnes of cargo passing through the canal last year.

Washington set to offer a rare welcome to Turkey, Page 2



### Five-day forecast

Scandinavia will become colder with sub-zero temperatures but snow will move away. Rain will turn to snow across eastern Europe as the temperature plummets but it will become dry next week. Western Europe will stay mild but there will be further periods of rain. The Mediterranean will see some heavy rain with scattered thunderstorms.

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20 European destinations  
British Midland  
The future for finance

YMN  
amage

Banking. Financial institutions have very high competition in retail banking and it's a very difficult challenge. Corporations, however, are interested in retail banking because it's a natural extension of their business.

So, what's the future for banking? I think there will be a lot more consolidation in the banking industry. It's likely that the major players will merge to form larger, more diversified banking groups.

### Andal

Thailand's attempts to attract foreign capital to shore up its banking sector have suffered a blow with the news that ING Bank of the Netherlands has decided against taking a 10 per cent stake in Siam City Bank. Page 19

**Grain demand dented by Asian fall-out**

The most recent round of Asian turmoil has cast a shadow over grain markets: the wheat futures price hit a five-month low on the Chicago Board of Trade last week and corn futures fell too.

Sentiment was dented by news that Korea had asked the US Department of Agriculture for \$1.6bn in credit guarantees to help purchase corn, wheat, soybeans and cotton. Page 28

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FINANCIAL TIMES

# COMPANIES & MARKETS

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Week 51

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### INSIDE

## ING pulls out of Thai bank deal

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**Centdent merger underestimated**

In spite of the promise of strong synergies, the tie-up of HFS and CUC, the consumer services group, sparked little interest when announced in May. However, Centdent, the merged unit, has a market capitalisation of over \$200m and is the first direct marketing company to own exclusive rights to the brands it promotes. Page 18

**Asda hits top spot in UK food sector**

Asda was established as the UK's fastest growing food retailer by sales figures that fuelled a 19 per cent rise in interim profits. Page 22

**China petrochemicals sector sees tie-up**

The remote city of Lanzhou, in the north-west of China, has plans for a huge merger - Lanzhou Refinery is being pushed into linking with Lan Zhou Chemical, a petrochemical giant. However, concern is growing over the practicalities of marrying ageing state industries. Page 19

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Chief price changes yesterday

FRANKFURT (DM)		PARIS (FFM)	
Zollern Fein	+ 10.0	Melkow	+ 7.7
Cremer Prf	+ 10.0	Gold Star	+ 15.0
Brix & Bruns	+ 9.0	Artec Soc	+ 22.0
Pallis		Pallis	
Metro Prf	+ 2.0		- 7.4
Set Prl	+ 0.8	6th Electron	+ 6.5
Dials	+ 0.3	Arteil	+ 3.7
Weltl YNK (D)			
Bay State Gas	+ 5%	Danco	+ 25.0
Gm Motors	+ 3%	Farlin	+ 0.2
Strabag	+ 2%	Flaminia Trig	+ 30.0
Actis		Dimon Mont	+ 22
Am Pad Paper	+ 1%	Haben Real	+ 34
Compass	+ 2%	KDD	+ 37.0
LONDON (Pence)		Toto	+ 5.5
Alcan Recy	+ 41%	ARMY PROG	+ 8.7
Siemens	+ 32	Cetop Pac	+ 0.2
Country Cols	+ 31	TIVS	+ 0.3
Pallis		Wheelock	+ 0.2
BT	+ 16	Futura	+ 0.4
Ferguson Int	+ 11	Caron Res	+ 17.5
Heaton	+ 34	Rest Pacific	+ 1.8
TORONTO (CS)		SHAMOKOK (Bank)	
McGraw Aero	+ 1.05	Bliss	
Packa Res	+ 1.5	Dimension	+ 0.0
Paperboard Ind	+ 0.85	The Carter	+ 15.0
Perf		Fluor	
Reed Plant	+ 1.5	Baptist Un	+ 1.10
CGI Corp A	+ 2.25	Sohu Pacific	+ 40.0
ZCL Corp	+ 0.5	Thai Int'l Gates	+ 10.00

New York & Toronto prices at 12.30.

## Wal-Mart enters Europe

World's most powerful retailer buys German hypermarket chain Wertkauf

By Richard Tomkins

in New York

Wal-Mart Stores, the world's biggest retailer, yesterday established a beachhead for an attack on the European retail market by announcing an agreement to buy Germany's Wertkauf hypermarket chain for an undisclosed sum.

The deal is likely to send a shockwave through the European retail industry because it represents the entry of the world's most powerful retailer into a market already suffering from competition.

European retailers' difficulties were highlighted yesterday when Germany's Metro group, the world's second-highest retailer, warned that profits would slide because of a "dramatic deterioration" of

Christmas sales in Germany. Metro also announced that it had finalised a deal to buy the European cast-and-carry operations of Makro, the Dutch retail group, for DM4.5bn (\$2.7bn). But it said it had also tried to buy Wertkauf, only to be outbid by Wal-Mart.

Wertkauf - "Value Buy" in English - is a private company owned by Germany's Mann family. It has 21 hypermarkets selling general merchandise and food in a one-stop shopping format similar to the one developed by Wal-Mart at its Supercenters in the US. It has

annual sales of about \$1.6bn.

Bob Martin, chief executive of Wal-Mart's international division, said it had been looking to enter Europe - and specifically Germany, the continent's largest retail market - for some time.

"Wertkauf matched the criteria necessary for the successful introduction of the Wal-Mart concept into the German market," Mr Martin said.

Wal-Mart is regarded as one of the most successful companies in the US, having grown from the opening of the first Wal-Mart store in 1962 to sales

of \$105bn last year - nearly three times the sales of the next biggest US retailer, the long-established Sears Roebuck department store group.

As of October 31, Wal-Mart had 1,904 out-of-town discount stores in the Supercenter format, as well as general merchandise warehouses called Sam's Clubs.

Wal-Mart started expanding outside the US only six years ago, but is already the biggest retailer in Mexico, where it has 396 stores, and Canada, where

it said it would open 100 more by the end of the year.

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## COMPANIES AND FINANCE: THE AMERICAS

## AMERICAS NEWS DIGEST

**Aetna shares hit by resignation**

Shares of Aetna, the US insurance group, fell nearly 10 per cent after the chief financial officer of Aetna's US Healthcare unit resigned, leading some analysts to believe Aetna is in a worse financial condition than Wall Street had believed. The stock fell \$74 to \$714 in early trading on the New York Stock Exchange.

The move took Wall Street by surprise. SBC Warburg and Donaldson Lufkin & Jenrette downgraded the group, while other firms shaved profit forecasts. The resignation also followed disappointing third-quarter results, analysts said.

In a conference call with analysts, Aetna said some fourth-quarter operating profits would be about \$10m-\$15m higher. The higher costs were due to greater expenditure on customer service, on the company's Medicare management and on its information systems, analysts said. Aetna also expected higher indemnity costs in the fourth quarter, which some analysts said could develop into a negative trend for 1998. *Reuters, New York*

**■ FINANCIAL INFORMATION**  
**D&B outlines debt position**

Dun & Bradstreet said yesterday it's debt at the time it plans to spin off its Reuben H Donnelley unit as a separate company would stand between \$750m and \$800m.

D&B, which provides financial and credit information, told analysts that it would be left with \$300m-\$350m in debt after allocating \$450m to it to Donnelley, which markets telephone yellow pages. Strong and predictable cash flow would allow Donnelley to shoulder the extra debt as well as grow and pay a dividend, said Volney Taylor, D&B chairman and chief executive.

Dun & Bradstreet Corp will be left with Moody's Investors Service and Dun & Bradstreet, also called the D&B operating company. The split is expected to take place this summer. Frank Sowinsky, chief financial officer, said Dun & Bradstreet would continue to pay its current annualised dividend of 88 cents a share in 1998.

*AP-DJ, New York*

**■ SEMICONDUCTORS****Asia fears hit SpeedFam**

Shares in SpeedFam International, which makes complex equipment for the manufacture of semiconductors, fell as much as 14 per cent yesterday as concerns about Asian economies overshadowed its second-quarter results. The stock was down \$14 at \$234 in late-morning. Earlier, the shares had touched a low of \$214.

The company said it earned 49 cents a share in its second quarter, in line with analysts' expectations. However, investors fear that Asia's economic turmoil will affect the entire chip-equipment manufacturing industry proved stronger, and some analysts say the industry may buckle amid overproduction, possibly a year or so from now.

*Reuters, New York*

**■ INVESTMENT BANKING****Hambrecht chairman to retire**

Hambrecht & Quist, the investment bank which specialises in technology stocks and has been the subject of takeover speculation, said William Hambrecht, who co-founded the firm with the late George Quist in 1968, would retire as chairman on January 1. Mr Hambrecht will be succeeded as chairman by Daniel L. Case, who became president and chief executive officer in 1994.

*Reuters, San Francisco*

**■ INSURANCE UNDERWRITING****GE Capital to buy IRI assets**

GE Capital Services has agreed to purchase the assets, reinsurance in-force policies and assume the renewal rights of Industrial Risk Insurers, IRI said yesterday.

The statement from the joint underwriting association, or insurance pool, provided no terms for the proposed transaction, and officials were not immediately available for comment. IRI said its loss prevention engineering expertise would be aligned with the financial strength of Employers Reinsurance Corp, a reinsurance company with assets of more than \$25bn owned by GE Capital.

*Reuters, Hartford*

**Kodak raises redundancies to 19,900**

By Richard Waters in New York

Eastman Kodak, the US photographic products company, yesterday added 6,600 workers to the ranks of those it plans to make redundant, lifting to 19,900 the number of jobs it has said it will cut.

The struggling company also said it would take a \$1.5bn charge against profits this year to reflect the cost of trying to reverse its decline.

Both announcements reflect an intensification of Kodak's efforts to

make itself more competitive in the face of its aggressive attack by its main rival, Fuji, on the US film market this year.

Kodak said last month it expected to cut 10,000 jobs and take a charge of more than \$1bn as part of a wide-ranging overhaul of operations, but yesterday lifted those targets to 16,600 jobs and a \$1.5bn charge. It had previously announced two waves of job cuts, totalling 3,300, in addition to these moves.

The company also revealed for

that the brunt of the new round of

job cuts would be felt outside the US, where some 45 per cent of its 100,500 workers are based. About 11,200 jobs will go from its international network, or nearly one in four of the total.

"In the past, perhaps, there's been more of a focus on the US," the company said yesterday of earlier job cuts at the company.

Kodak's international operations account for more than half of its revenues but only about one-third of its operating profits. "Kodak has not been particularly successful at

on its foreign assets," said Michael Elman, an analyst at Schroder Wertheim in New York. He cited an efficiency drive as an obvious way forward.

Kodak's latest round of redundancies amounts to the biggest seen from corporate America this year, and comes as a growing number of US companies are complaining of the effects of a stronger dollar and slowing demand in Asia.

However, such job cuts remain far smaller than those announced in 1993, the peak year for corporate downsizing, when General Motors

announced 74,000 cuts and IBM said it would reduce its headcount by 83,000.

Kodak continued yesterday to blame the redundancies on declining competitiveness in the face of a stronger dollar, the slow growth in demand for its newer digital products, and the onslaught by Fuji.

It denied the increase in the number of job cuts was related to last month's preliminary decision by the World Trade Organisation to reject a US trade case that Kodak had said was central to its competitiveness against Fuji.

**Burnett teams up with BBH**

By Nikki Tait in Chicago

It has been a year of surprises from Leo Burnett, the large, privately-owned advertising agency in Chicago which gave the world the likes of the Pillsbury doughboy.

The latest is the purchase of up to 49 per cent of the shares in London's Bartle Bogle Hegarty, for an undisclosed sum - a deal which marries two very different approaches to the advertising business.

The two agencies are sharply different in size: BBH's billings are projected to be about \$350m on an annualised basis by mid-1998. By contrast, Burnett will rack up total billings of about \$5.7bn in 1997. BBH, also privately owned, has eight partners and almost 400 employees. Burnett employs about 8,000 worldwide.

But a bigger difference lies in their culture. BBH has a reputation for "hot" creative work, counting among its clients Levi-Strauss, Polaroid, Coca-Cola and Lego. Its cutting-edge campaigns contrast with the more traditional style of the much bigger Chicago agency, which works with about 34 blue-chip clients in the US -



including Philip Morris, Coca-Cola, Walt Disney and Kellogg.

BBH says it first approached Burnett about possible collaboration in 1994, and had been searching for "the right partner to help us develop internationally". The two agencies have yet to decide how to "maximise resources" in different regions. But BBH will establish a media stand-alone operation in Asia-Pacific next year, which will handle strategic planning for BBH clients. Burnett will assume buying duties on a market-by-market basis. A similar arrangement will probably operate in the US. Despite

this, BBH will remain an independent force, and neither agency will be represented on the other's board.

For Burnett, the deal caps a year of turmoil. This autumn the agency - founded in 1935 - broke itself into a series of "mini-agencies" to introduce a more entrepreneurial approach and improve "client communication". It was a decision taken in the wake of some high-profile account losses - notably the departure of much of McDonald's business to DDB Needham.

The changes have not stopped there. The agency also laid off a small number of people during the autumn.

In early October, it sold majority ownership of its Chicago headquarters - the landmark Leo Burnett building, which encompasses about 1.1m sq ft of office space - to property investors. Although Burnett remained lead tenant, the transaction was designed to help fund development of the new agency structure, Burnett said.

Prior to that there had been speculation that Burnett might go public. But the agency said the increased access to capital would "help us remain private and independent". Flotation is one change Burnett has been reluctant to make.

**No decision by Citicorp on AT&T card fee**

By William Lewis in New York

The future of AT&T's pledge to its credit card customers not to charge annual fees appeared in doubt after confirmation yesterday that Citicorp, the international bank based in the US, is to buy the US telecoms group's card business.

Tom Jones, executive vice-president at Citicorp, said in an interview that Citicorp had "not taken a position" on whether to continue with the no-fee pledge. AT&T was the first big company in the industry to introduce the no-fee guarantee in 1990 and it was a vital element in building the business.

However, Mr Jones added that he expected AT&T to continue to offer no-fee credit card customers to continue to "enjoy the same sort of benefits they have enjoyed so far".

His comments followed the announcement by Citicorp that it had agreed to pay \$3.5bn in cash for Universal Card Services, AT&T's credit

card operation, which has about \$15bn in receivables and 13.6m customer accounts, making it the 10th largest US card business.

Citicorp and AT&T have also signed a 10-year co-branding and joint marketing agreement, financial details of which were not disclosed.

Mr Jones conceded that the price Citicorp had agreed to pay was, at 3.5 times book value and including a premium of 16 per cent on Universal's receivables, a "big one". But he said that the price range of recent credit card deals had been "enormous" and that the deal was "right in line with our strategy". Analysts had been expecting AT&T to gain about \$2bn from the sale after Universal's poor performance in recent years.

"The takeover of Universal reinforces Citicorp's position in the US. It will now have a total of \$61bn of receivables and 33.5m card accounts in the US, giving it a 14.7 per cent market share based on receivables.

**Damages risk for Andersen Consulting**

By Jim Kelly, Accountancy Correspondent

Andersen Consulting faces a theoretical \$90m claim as the price of its ambition to become a completely independent firm with no legal obligations to Arthur Andersen, its sister firm, or their umbrella group Andersen Worldwide.

Senior executives at Arthur Andersen have made it clear they have "rights" under the so-called Florida Accords signed in 1990 and are determined to defend them if Andersen Consulting breaks away.

It is understood that confidential contracts binding the

firms in Andersen Worldwide stipulate that any firm wishing to leave - in certain circumstances - should pay "presumptive damages" of 15 per cent of net revenues.

Andersen Consulting's last set of revenue figures showed gross fee income of \$6.1bn. Normally this would be close to the net figure.

There is also a transfer payment arrangement in the rules, which has resulted in more than a \$100m flowing from Arthur Andersen to Andersen Consulting in the last year alone. This could also form the basis of a compensation award.

Andersen Consulting said this week that it had invoked binding arbitration against Arthur Andersen and was seeking its independence following what it alleged to be breach of contract.

The transfer payments to build that capability, should be taken into account by the arbiter to be appointed by the International Chamber of Trade.

Competitors in the Big Six sector said they expected Andersen Consulting to seek a flotation in order to raise capital.

However, George Shaheen, global head of Andersen Consulting, earlier dismissed suggestions of a flotation. "That is not in our game plan," he said. Andersen Consulting hopes the arbiter will judge that Arthur Andersen and Andersen Worldwide have failed to honour contractual under-

takings and that no contractual payment will therefore be necessary.

The impact of the split in the Andersen organisation could take several months to affect the rest of the "Big Six" sector, which is in the throes of two large mergers between four of the firms.

"Have they all been chasing the wrong model?" asked one senior partner at a medium-tier firm. "This may make them think they no longer need to merge to overhaul the Andersen miracle," he added.

However, leaders of the Big Six mergers yesterday indicated they were pushing ahead with their plans.

**Raytheon completes \$9.5bn buy**

By Alexander Nicoll, Defence Correspondent

Raytheon yesterday took its place as the world's third-largest defence and aerospace group when it completed the \$9.5bn acquisition of the Hughes defence electronics business from General Motors.

Raytheon, based in Lexington, Massachusetts, announced that its own and the Hughes defence businesses will be grouped in a new unit, Raytheon Systems, with William Swanson as chairman and chief executive. The unit includes the former defence electronics subsidiary of Texas Instruments, bought earlier this year.

On a pro forma basis, Raytheon Systems would account for \$14.5bn of the combined group's \$20bn turnover in 1997.

A series of acquisitions have left three large US defence and aerospace companies - the others are Boeing and Lockheed Martin, whose purchase of Northrop Grumman is expected to be completed next year.

Mr Swanson said the consolidation may not have finished, especially if the US defence budget is cut further. "The pieces are still moving on the game-board."

He said the focus would be on integrating the businesses and saving costs, but details of where the five Raytheon Systems divisions would be headquartered and how costs would be cut had not yet been decided.

GM is also spinning off the telecommunications and satellite business as Hughes Telecom, and is taking Hughes' Delco Electronics unit into its own Delphi Automotive Systems. The deal was announced in January and was approved by the Justice Department in October and by GM shareholders this month.

**The big sell gets even bigger**

HFS-CUC, now known as Cendant, has access to 80m customers

**H**ow many US companies have a market capitalisation greater than \$20bn and are growing at more than 20 per cent a year? Microsoft and perhaps one or two other big technology stocks fit the description. But you could be forgiven for missing Cendant - a \$28bn consumer services group created by the merger of HFS and CUC, which received formal regulatory approval yesterday.

Cendant, says its chief executive Henry Silverman, is "a direct marketer's ultimate dream". On the one side is HFS, a franchising juggernaut which owns the rights to brand names such as Ramada and Travelodge hotels, Avis cars and Century 21 property brokerages, used by more than 80m people a year.

On the other is CUC, the telephone-marketing company, with 21 membership programmes under which customers pay an annual fee in return for being offered discount prices on a wide range of products.

Together, they will provide numerous cross-marketing opportunities: selling CUC's travel club memberships to Travelodge guests, for example, or car insurance to anyone who rents from Avis.

The unique aspect of Cendant, according to Mr Silverman, is that it is the first direct marketing company to own exclusive rights to the brands it promotes. That means it is the only one able to sell to HFS' 8m customers and to get access to the vast amount of demographic information it has collected on them.

"The key to direct marketing," says Mr Silverman, "is in part that was because of the different heritages of the different

companies and their founders.

Mr Silverman, who started as a corporate financier at Blackstone, the New York merchant bank, likes nothing more than making acquisitions.

HFS, which he set up in 1990, has snatched up ooe brand after another, armed with his highly rated stock. In the process, HFS shares have risen to nearly 20 times their original value in five years, leaving Mr Silverman with a stake worth some \$700m.

Mr Forbes, by contrast, is regarded as a technological visionary rather than a dealmaker. He set up CUC in 1973 because he was convinced that the future of retailing lay in bypassing shopping malls - a concept that the

internet is gradually turning into reality.

Investors also drew comparisons with previous attempts at cross-selling, such as ITT's failed attempt to combine Avis and Sheraton, and the ill-fated Allegis alliance of United Airlines with Hilton and Westin hotels. Mr Silverman, however, argues that cross-selling did work, but that those ventures were derailed by other factors, such as the sharp rise in fuel costs and a pilots' strike at United Airlines.

As Cendant's management has worked to explain itself to Wall Street, the early scepticism has started to fade. Mr Silverman and Mr Forbes have tried to hammer home what they see as a combination of above-average growth and below-average risk.

According to Mark Miller, analyst at Merrill Lynch, Cendant should generate annual earnings growth of 25 per cent over the next five years, with more than 40 projects for cross-selling services already lined up.

At the same time, the fact that 90 per cent of its revenues are recurring is a comfort at a time when Asia's problems and a slowing domestic economy are worrying investors. Better still, Cendant is almost a "virtual" company. It owns few physical assets and is not burdened by either depreciation or capital spending.

The message is getting through that whatever Cendant might suffer in the future, it will not be a poverty of ambition.</

## COMPANIES AND FINANCE: ASIA-PACIFIC

## ING pulls out of Thai bank deal

By Ted Bardecker  
In Bangkok

Thailand's attempts to attract foreign capital to shore up its banking sector have suffered a blow with the news that ING Bank of the Netherlands has decided against taking a 10 per cent stake in Siam City Bank.

The move comes despite the signing of memorandum of understanding in October in which ING agreed to pay at least \$30m to become Siam City's largest shareholder.

The cancellation of the agreement by ING had been expected after Siam City, a medium-size commercial bank, failed to raise \$15m (\$63.8m) of capital from existing shareholders, including the Thai government. The injection of money by Thai investors was a condition of the ING purchase.

Last week, Siam City announced it had failed to raise the new capital in part because the market price of its shares was lower than the \$110 par value at which new shares were to be issued. The Thai government, which through various agencies owns just under 10 per cent of the bank, argued it was legally prevented from investing in a share issue at below par value.

"This causes all kinds of policy problems," said Jan Cherim, country manager for ING Bank in Bangkok, adding that the government might face similar situations in the future when trying to entice foreign investors to the banking sector.

Mr Cherim said ING would now pursue "other possibili-

ties in Thailand to expand our presence" and would consider a new offer from Siam City if it could raise new capital on its own.

The collapse of the deal puts Siam City, which has one of the lowest capital adequacy ratios in the Thai banking sector, in a difficult position. Other potential investors, including Asahi Bank of Japan, may be scared off, while some institutions which were expected to follow ING, such as the Dutch development bank FMO, are now unlikely to invest.

Siam City's rating by Fitch IBCA was downgraded yesterday to E, which means the bank has "very serious problems" and "either requires or is likely to require external support".

Thai banks are required to reach recapitalisation agreements with the central bank by the end of this month. Those agreements are to include a time limit for raising new capital.

If banks are unable to meet this deadline they are likely to be taken over by the Thai government.

Despite recent permission for foreigners to take majority stakes in Thai commercial banks, significant deals have yet to take place.

Bankers say the continued volatility of the Thai currency, further deterioration of banks' loan portfolios and the unwillingness of big Thai shareholders to offer attractive prices are deterring investors.

Other investors may be waiting for the Thai government to take over some banks and clean them up before they make purchases, bankers say.

## ASIA-PACIFIC NEWS DIGEST

## Japanese food group founders

Tosoku, a medium-sized Tokyo-based food wholesaler, filed for protection from creditors yesterday with debts of Yen32.9bn (\$4bn), but denied that speculative trading had pushed it over the edge. The company has applied for permission to restructure itself under Japan's corporate rehabilitation law, but the move is regarded as an admission of bankruptcy.

Tosoku said that in spite of attempts to restructure bad debts left over from the economic bubble of the late 1980s, it had been forced to file for protection because of the recent credit-crunch in Japan's banking sector.

Tetsuya Sato, president, said Tosoku had been overwhelmed by repayment demands from banks trying to reduce their loan portfolios at a time when many of the company's own loans had become non-performing.

Analysts said the company was a well known operator in foreign exchange markets as well as regional food commodity markets. However, Tosoku described speculation that it had accumulated massive foreign exchange trading losses as "groundless".

In addition to the debts of Yen32.9bn, Tosoku had debt guarantees of Yen10.8bn. Most of the debts came from a subsidiary, Tosoku Finance, which lends to other group companies and invested in property and securities. The size of the debts makes the de facto bankrupt the fourth largest in Japan since the second world war, according to Teikoku Data Bank, a credit reference agency.

Bethan Hutton, Tokyo

## ■ MEDIA

## Strong advance at Oriental Press

Oriental Press Group, publishers of one of Hong Kong's biggest mass-market daily newspapers, yesterday posted a five-fold increase in net profits, from HK\$80.6m to HK\$416.3m (US\$820.76m), for the six months to September. This year's figures were boosted by a HK\$37.8m one-off gain from the sale of land and buildings. The increase also reflects write-offs last year from the discontinuation of the group's English-language newspaper.

Earnings per share for the group at the interim stage rose from 2.1 cents to 11 cents, while the interim dividend is lifted by 2 cents to 5 cents.

Louise Lucas, Hong Kong

## ■ RETAIL

## Yaohan Japan reprieved

Yaohan Japan, the collapsed supermarket chain which has continued trading with the support of Jusco, a larger supermarket operator, was yesterday given permission to restructure itself under the corporate rehabilitation law.

The court ruled that Yaohan's current turnover of Yen130m a day showed it was a viable concern. Yaohan filed for protection from creditors in September with debts of Yen61.8bn (\$1.27bn).

Bethan Hutton

## MRCB late in loan repayment

By Sheila McNulty  
in Singapore

Malaysian Resources Corp highlighted the country's severe liquidity shortage yesterday when it said it was one day late in a payment on a US\$250m bridge loan.

The diversified conglomerate said it made the payment yesterday but that it had been due on Wednesday. The company is now in talks with bankers to restructure the loan, which was taken to finance MRCB's purchase of a 27 per cent stake in Rashid

Hussain (RHB), the banking and finance group.

Analysts said they expected an increasing number of Malaysian companies to face similar difficulties because of the shortage of liquidity. The situation is particularly grave for those with debt denominated in US dollars, owing to the fall in the ringgit against the dollar.

Observers say the Malaysian authorities are keeping liquidity tight to clamp down on loan growth, which has barely slowed from an annualised 30 per cent.

Total loans are expected to amount to 170 per cent of gross domestic product by the end of this year, making Malaysia the most indebted country in south-east Asia and leaving economists predicting more defaults as the economy slows.

A bidding war has broken out among banks and finance companies for depositors, who have been moving their money from the local institutions they fear may have the most risky loans to Malaysia's more established banks - as well as foreign - banks.

Analysts said MRCB could sell its stake in RHB or other holdings to meet debt requirements. The group is also involved in publishing and power.

## Chill wind blows in China

Conflicts of business and political logic make mergers a risky step

**T**here are cold feet in Lanzhou this winter. Not just outside, where temperatures are well below freezing in this remote provincial capital in the north-west of China, but also inside the boardroom.

The city that dubs itself the "cradle of China's petrochemicals industry" has plans for a huge merger - Lanzhou Refinery is being propelled into a tie-up with Lanzhou Chemical, a neighbouring petrochemical giant. The proposal is part of a wave of consolidation in the petrochemicals industry, the sector at the forefront of the merger frenzy that has gripped China since Beijing demanded a rapid rationalisation of state enterprises.

But there are signs of second thoughts in Lanzhou - evidence of growing concern in China about politically-driven deals that are running up against the commercial realities of marrying state industries.

Mergers and acquisitions have an obvious logic in the Chinese petrochemicals business. The industry needs to increase scale and streamline production to compete internationally. The financial crisis in Asia has added urgency to the process, as shrinking demand in the rest of the region is likely to encourage more petrochemicals producers to target China, offering their products at lower prices because of devalued currencies.

Gilu Petrochemical, a subsidiary of China National Petrochemical Corporation (Sinopec), announced last month that it had agreed to

## China's output



take over nearly Yn3bn (\$362m) in debts of Zibo Chemical Fibre and Zibo Petrochemical. The agreement followed the creation of the Yizheng Group from four petrochemicals companies in eastern China.

Naturally, the Lanzhou companies did not want to be left behind. Plans for a merger between Lanzhou Refinery and Lanzhou Chemical, first aired 10 years ago, were dusted off and municipal government officials indicated that the two companies would be united by the end of the year.

Now, the managements of the two companies say the merger will be delayed. Two other distribution companies have been pulled in to the deal and the merger depends on the results of a "full investigation".

Chen Shoujie, president of Lanzhou Refinery, says: "The merger can improve efficiency if the management makes the best use of resources, capital and workers, but it is possible that profits will fall if we are not careful." His comments reflect a concern at Lanzhou Refinery, a profitable company, that its success is in danger of being diluted by becoming shackled to Lanzhou Chemical.

While Lanzhou Refinery expects to achieve rising profits and tax of Yn900m on

sales of Yn7.6bn, Lanzhou Chemical's turnover is basically flat at Yn10.5bn and the company is borrowing to cover operation costs - outstanding loans are Yn1bn.

Zhu Lianhai, general manager of Lanzhou Chemical, explains that the company played by the rules of the planned economy for more than 40 years and has been left flatfooted by the transition to a freer market.

"Market competition is not fair, as we are not starting from the same starting point as our competitors. Lanzhou Chemical is an old company with machinery that is out of date, so we lack the product range and with our huge workforce [38,000, plus 10,000 pensioners] our labour costs are much higher, so we cannot compete on price."

Chen Shoujie, president of Lanzhou Refinery, says: "The merger can improve efficiency if the management makes the best use of resources, capital and workers, but it is possible that profits will fall if we are not careful." His comments reflect a concern at Lanzhou Refinery, a profitable company, that its success is in danger of being diluted by becoming shackled to Lanzhou Chemical.

Both Mr Chen and Mr Zhu emphasise the potential benefits of a merger between the two companies which were both set up in the 1950s in the first flush of industrialisation ushered in by China's freshly installed Communist leadership. Lanzhou Refinery will provide raw materials for Lanzhou Chemical's ethylene and fertiliser production, which in turn will produce by-products for the refinery.

Government officials in Lanzhou, in Gansu province,

James Harding



Eni

Il testo italiano prevale sulla traduzione inglese

## CONVOCAZIONE DI ASSEMBLEA ORDINARIA E STRAORDINARIA

L'assemblea degli azionisti dell'ENI S.p.A. è convocata in sede ordinaria e straordinaria in Castelgandolfo (Roma), Viale Bruno Buozzi 14, per il giorno 30 gennaio 1998 alle ore 10 in prima convocazione e, occorrendo, per il giorno 31 gennaio 1998, stessa ora e luogo, in seconda convocazione, per discutere e deliberare sul seguente

## ORDINE DEL GIORNO

1. Modifica dell'art. 2.1 dello statuto;
2. Modifica dell'art. 9 dello statuto;
3. Modifica dell'art. 17.3 dello statuto;

## Parte ordinaria

1. Determinazione del numero dei componenti il Consiglio di amministrazione;
2. Nomina di componenti il Consiglio di amministrazione.

Al sensi dello statuto, gli amministratori saranno nominati mediante voto di lista.

La lista di candidati potranno essere presentate dai soci che rappresentino almeno l'1% del capitale sociale a del Consiglio di amministrazione nei modi e nei termini previsti dallo statuto.

Hanno diritto di intervenire in assemblea gli azionisti che avranno depositato le azioni almeno cinque giorni prima della data della prima convocazione presso la sede sociale in Roma, Piazzale Enrico Mattei n. 1, oppure presso le seguenti casse incantate: Banca Commerciale Italiana S.p.A., Credito Italiano S.p.A., Istituto Bancario San Paolo di Torino S.p.A., Banca Nazionale del Lavoro S.p.A., Banco Ambrosiano Veneto S.p.A., CARIPLA - Casse di Risparmio delle Province Lombarde S.p.A., Istituto Bancario San Paolo di Torino S.p.A., Banca Monte dei Paschi di Siena S.p.A., Banca di Roma S.p.A., Banca Nazionale del Lavoro S.p.A., Banco Ambrosiano Veneto S.p.A., CARIPLA - Casse di Risparmio della Provincia Lombarda S.p.A., Banca Monte dei Paschi di Siena S.p.A., Banca di Roma S.p.A., Banca Pideuram S.p.A., Sofit S.p.A., Citibank N.A., Morgan Guaranty Trust Company of New York, nonché Monte Titoli S.p.A. per i titoli della stessa amministrata.

Il voto potrà essere esercitato anche per corrispondenza in conformità alle disposizioni del "Regolamento concernente le condizioni e le modalità per l'esercizio del diritto di voto per corrispondenza" emesso il 30 dicembre 1994 dalla Banca d'Italia, dalla Consob e dall'ISVAP e pubblicato sulla Gazzetta Ufficiale del 5 gennaio 1995, n. 4 (Serie generale). Le relazioni illustrate e le proposte di deliberazione del Consiglio di amministrazione all'assemblea sui punti dell'ordine del giorno saranno depositate presso la sede sociale e gli amministratori eletti in precedenza entro il termine stabilito dalle disposizioni vigenti e vi rimarranno fino alla data della riunione assembleare. La scheda di voto, unitamente al biglietto di ammissione alla votazione, dovrà pervenire alla Segreteria Societaria dell'ENI S.p.A., Piazzale Enrico Mattei, 1 - 00144 ROMA, entro il 27 gennaio 1998.

I possessori di ADRs, rappresentanti ciascuno di dieci azioni ordinarie dell'ENI S.p.A., quotate alla Borsa di New York che risulteranno iscritte alla data del 18 gennaio 1998 nell'apposito registro tenuto dalla Morgan Guaranty Trust Company of New York, avranno la facoltà di partecipare all'assemblea o di esercitare il voto per corrispondenza, osservati gli adempimenti di deposito e registrazione delle azioni possedute; i medesimi possessori, qualora si siano avvistati dal voto per delega o per corrispondenza, avranno la facoltà di seguire i lavori assembleari, previa richiesta scritta alla Morgan Guaranty Trust Company of New York (banca depositaria).

Il Presidente del Consiglio di Amministrazione Ing. Guglielmo Antonio Claudio Moscati

## INFORMAZIONI PER GLI AZIONISTI

## VOTO DI LISTA E PUBBLICAZIONE DELLE LISTE

I soci che rappresentino almeno l'1% del capitale sociale a del Consiglio di amministrazione potranno presentare liste di candidati al Consiglio di amministrazione. Le liste dovranno essere depositate presso la sede sociale unitamente alle dichiarazioni con le quali i singoli candidati si accettano la propria candidatura e attestano, sotto la propria responsabilità, l'inesistenza di cause di ineleggibilità e di incompatibilità, nonché l'esistenza dei requisiti prescritti dalla normativa vigente per ricoprire la carica di amministratore. Le liste presentate dagli azionisti e dal Consiglio di amministrazione dovranno essere pubblicate su almeno tre quotidiani italiani a diffusione nazionale, di cui due economici, rispettivamente almeno dieci e venti giorni prima di quella fissata per l'assemblea in prima convocazione. Al fine di comprovare la validità del numero di azioni necessario alla presentazione delle liste, gli azionisti dovranno presentare e/o recapitare presso la sede sociale, con almeno cinque giorni di anticipo rispetto a quella fissata per l'assemblea in prima convocazione, copie dei biglietti di ammissione emessi dal soggetto depositario delle loro azioni.

Ogni azionista potrà presentare o concorrere alla presentazione di una sola lista e ogni candidato potrà presentarsi in una sola lista e pena di ineleggibilità.

Ogni avente diritto al voto potrà votare una sola lista.

## VOTO PER CORRISPONDENZA

Il voto potrà essere esercitato anche per corrispondenza in conformità alle disposizioni del "Regolamento concernente le condizioni e le modalità per l'esercizio del diritto di voto per corrispondenza" emesso il 30 dicembre 1994 dalla Banca d'Italia, dalla Consob e dall'ISVAP e pubblicato sulla Gazzetta Ufficiale del 5 gennaio 1995, n. 4 (Serie generale).

A partire dalla data di pubblicazione sulla Gazzetta Ufficiale dell'avviso di convocazione, gli azionisti possono chiedere alle società e alle casse incantate le cartelle contenente la scheda di voto, le relazioni illustrate e le proposte di deliberazione del Consiglio di amministrazione. A corredo, la cartella contiene la documentazione esplicativa sulle modalità di esercizio del voto per corrispondenza.

Le liste di candidati da amministratore che saranno presentate dal socio che rappresentino almeno l'1% del capitale sociale e del Consiglio di amministrazione, depositate a pubblicare nei primi 20 anni in precedenza indicati, saranno tempestivamente messe e disposte nelle buste pre-indirizzate alle Società.

Gli azionisti che intendono esercitare il voto per corrispondenza dovranno fare richiesta agli enti indicati nell'avviso di convocazione depositando presso gli stessi la lista o, per le azioni amministrate dalla Monti Titoli n. 289. Tali enti riconosceranno agli azionisti il biglietto di ammissione alla votazione e la cartella.

La busta contenente la scheda di voto e il biglietto di ammissione alla votazione dovrà pervenire alla Segreteria Societaria dell'ENI S.p.A., Piazzale Enrico Mattei, 1 - 00144 ROMA, entro e non oltre il 27 gennaio 1998.

Le schede pervenute alle società oltre il sudetto termine, non corredate con il biglietto di ammissione alla votazione, non saranno considerate ai fini della costituzione dell'assemblea a votare; le schede pervenute alle società prive della sottoscrizione non saranno considerate ai fini della votazione.</p

## COMPANIES AND FINANCE: EUROPE

# Metro sees European retail shake-out

By Graham Bowley  
in Cologne

Metro of Germany, Europe's biggest retailer, yesterday warned that a "comprehensive shake-out" was imminent in Europe's retail industry as it unveiled a 25 per cent drop in profits.

The company, which yesterday completed its DM4.8bn (\$2.71bn) takeover of the European cash and carry business of Dutch group Makro, said there would be a sharp consolidation

of European retailing and indicated it was seeking further acquisitions.

Metro shares fell more than 8 per cent to DM70.45 after the group reported all sectors of its retail trade had suffered a "dramatic deterioration" in November and December. The disappointing results highlight the fragile economic recovery in Germany, where unemployment is at record levels.

Klaus Wiegandt, chairman, said: "We are living in a time of dramatic change

which . . . will separate the wheat from the chaff. Profitable and capital-strong companies will seize opportunities, especially through acquisitions."

His comments came as Wal-Mart, the US retailer, announced its entry into the European market through the purchase of Wertkau, a chain of 21 German supermarkets. Mr Wiegandt acknowledged that Metro had tried to buy Wertkau but had been outbid by the world's biggest retailer.

Makro was formed last year through the merger of the cash-and-carry, department store and supermarket interests of the Metro, Kaufhof and Asko groups. The takeover of Makro's business reflects the group's desire to reduce its exposure to the weak German economy.

Metro said the deterioration in conditions in its home market, which it said was a result of insecurity about economic prospects among consumers, meant operating profit in 1997 fell 35 per cent from DM1.07bn last year. Sales rose 4.5 per cent to DM70.45.

The Makro takeover gives Metro 197 cash-and-carry stores in 18 European countries. It strengthens its presence in the UK, Spain, Portugal, Greece, the Netherlands, Belgium, the Czech Republic and Poland.

Metro said it planned to open 35 new stores next year and was considering expansion into Bulgaria, Slovenia, Croatia, Ukraine and Russia. The takeover involves the

purchase by Metro of the majority and minority stakes held by Makro in operations built by the two companies in partnership over the last 30 years.

Metro said it would issue DM1.5bn worth of new shares to finance part of the purchase, while the rest would be paid for through cash and debt. The new shares would be taken up by Makro's majority shareholder, the family-owned SHV Holdings, giving it about 9 per cent of Metro.

## EUROPEAN NEWS DIGEST

## Mergers keep Brussels busy

Karel Van Miert, the EU competition commissioner, yesterday reacted cautiously to the planned partnership between Alitalia and KLM, saying it was up to the carriers to decide whether to go further than just a limited alliance. "It remains to be seen if it's an alliance or a merger." Mr Van Miert told a news conference on a number of competition issues.

He also said mergers in the accountancy sector had triggered "real competition concerns". He said his officials had been overwhelmed by the amount of concern generated by the announcement of mergers between KPMG and Ernst & Young, and Price Waterhouse and Coopers & Lybrand. "A lot of people in the industry and in the business feel that this is really problematic," he said. "It is up to us to sort it out."

Mr Van Miert's comments mean that both mergers will almost certainly face a full antitrust inquiry, lasting a further four months. Brussels has the power to block the merger, or to demand concessions in return for clearance.

He also hinted that the merger between Kirch, the German television group and Bertelsmann, the German media group, would be subjected to similar treatment. "It looks as if we will probably have to go to a second phase because there have been so many complaints," he said. Mr Van Miert warned the French government it would have to deliver more credible restructuring plans for Crédit Lyonnais, the state owned bank, which faces a second large bail-out from the French state.

Emma Tucker, Brussels

## Trustor wind-up runs into legal challenge

By Greg McIvor  
in Stockholm and  
Jimmy Burns  
in LondonClaes Dahlbäck: keen to see merger go ahead AP/Wide World

Three leading members of the Stockholm Bourse yesterday dropped their objections to the proposed merger between the stock exchange and OM Gruppen, the publicly quoted Swedish derivatives exchange, after receiving guarantees of lower fees and increased shareholdings in the enlarged group.

Handelsbanken, Merita-Nordbanken and Förenings-Sparbanken - which blocked a previous merger attempt by OM and the Bourse earlier this year - indicated they would support the deal after Investor, the main investment vehicle of the Wallenberg Industrial empire, agreed to reduce its stake in OM.

Investor yesterday said it would issue options over an additional 1.4m shares in OM to the three banks, reducing its stake in the derivatives exchange from 14.6 per cent to 9.6 per cent.

The move represents a

renewed effort by Investor to appease members of the exchange. It had already offered to reduce its OM stake from 20.3 per cent in order to overcome concerns regarding the influence of Wallenberg-controlled companies over the enlarged OM Gruppen.

"The fact we are issuing an option stems from our desire to secure the merger," said Claes Dahlbäck, Investor chief executive.

Handelsbanken, one of the chief opponents of the original merger plan, said it had also been offered guarantees that the fee structure would be overhauled once the merger had been completed.

"The guarantee involves a lowering of the fees by next summer," said the bank.

If all three banks exercise the options offered by Investor, they would together control 9.3 per cent of the enlarged OM Gruppen - compared with 4.3 per cent in the initial merger plan. Handelsbanken predicted

their joint shareholding would be further increased to 10 per cent next year.

OM, meanwhile, said the deal would clear the way for one of the world's most liquid exchanges for cash and derivatives trading.

Per Larsson, president of OM, added: "We will thereby become the driving and central force in a future North European exchange structure."

Next month, the Swedish stock exchange is expected to announce detailed plans of its proposed merger with its Danish counterpart to create an integrated share dealing market.

It has also explored links with the Norwegian and Finnish exchanges.

In Finland, the stock exchange and derivatives exchange were merged earlier this year. Juhani Erma, chief executive of the Helsinki Exchanges, has told investors in Stockholm he welcomes further co-operation among Nordic bourses.

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## Moulinex builds on recovery

By David Owen

Moulinex, the French household appliance group in which George Soros, the international financier, is a leading shareholder, yesterday unveiled improved first-half results, marking a new step in its recovery.

The company, which last year returned to the black after five years of losses, reported net attributable profits of FF121m (\$3.54m) for the six months to September 30, against an interim loss of FF74m in 1996.

The figures were said by analysts to have reinforced the credibility of Pierre Blayau, chairman, and were enough to trigger a strong advance in the share price

in early trading on the Paris stock market.

These gains were trimmed later in the day, however, after it emerged that another leading shareholder, Jean-Charles Naouri, the French financier, intends to reduce his stake in the company.

Mr Naouri's vehicle, Eurus, has 6.6 per cent of the shares following a capital restructuring this year.

Turnover edged ahead from FF3.35bn to FF3.46bn. With some 33m shares outstanding, net profit per share came to about 64 cents.

The shares eventually closed up FF1.2, or 1.4 per cent, at FF145.50, against a flat benchmark CAC 40 index.

## Air France may boost capital at privatisation

By David Owen in Paris

Air France may take advantage of next year's planned partial privatisation to increase capital, according to a senior executive.

Patrice Durand, vice-president, finance, acknowledged yesterday that a capital increase was "a possibility", as he unveiled fresh evidence of the carrier's financial turnaround.

Net consolidated profits for the six months to September 30 tripled to FF1.76bn (\$256m), against a pro forma FF1.57bn in 1996-97. The result was achieved on turnover ahead 8.3 per cent to FF31bn.

The figures appear to leave the group well placed to beat a recent forecast by Christian Blanc, its former president, that profits should reach FF1.1bn in 1997.

Mr Durand indicated the company wanted to come as close to break-even as possible in the second half, and

described the first six months as "encouraging".

The first-half improvement was attributed in part to improved load factors for both passenger and freight traffic.

Overall costs increased less quickly than turnover, in spite of a 12.7 per cent rise in fuel costs.

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## Generali set to launch takeover bid for AMB

By Andrew Jack  
in Paris

Generali, the Italian insurer, is poised to announce a takeover bid today for AMB, the German insurer, as part of a complex deal in which it allows Germany's Allianz to take control of AGF, of France.

AGF and Allianz will indicate their support for the Generali bid, which values AMB at about DM1.1bn (\$62m).

Separately, Generali will pay about FF1.5bn (\$843m) to acquire GPA and Proxima, two subsidiaries of Athéna, the French insurer controlled by AGF.

The transactions come as part of a compromise reached in the battle for control of AGF, in which Gener-

ali agreed to abandon its FF1.5bn hostile bid, allowing Allianz to take control.

AGF will buy the Dutch subsidiary of AMB for about FF1.4bn, but sell its 3.8 per cent stake in the German parent to Generali.

Allianz, which holds 5 per cent of Dresdner, with 15 per cent; and Munich Re, with 8 per cent, are also expected to support Generali's offer.

Generali plans to raise its total stake in AMB to at least 70 per cent through a public offer.

Meanwhile, Jacques Blondel, chairman of Scor, the French reinsurance group, confirmed yesterday he was willing to raise his group's stake in Coface, the trade credit insurer, which is 57 per cent-owned by AGF, from 20 per cent to 40 per cent.

Under the terms of the deal, AGF formally acquired Athéna on Wednesday for FF1.2bn, and will before the end of the year hand its shares in Worms to Semeal.

Worms will pay its shareholders a special dividend of up to FF1.3bn.

The acquisition by Alfa, a state-owned food group, of a 34.8 per cent stake in Ebro is the first step in its eventual sale. The equity will be sold on to savings banks linked with the sugar sector, to Spanish companies and to the public through a share offer on Madrid's Bolsa.

The deal will speed up a planned merger that will cre-

ate Europe's fifth biggest sugar producer, accounting for 78 per cent of domestic production.

Ebro bought 21 per cent of Azucarera a year ago. However, plans by the two companies to join forces were blocked by the government because of the involvement of a non-Spanish shareholder.

Générale Sucrière, of France - with 14.5 per cent

of Ebro and 20 per cent of Azucarera. There were also fears that the domestic sugar quota could be lowered by the European Union.

Yesterday's deal gives the government control of the merged Euro-Azucarera group.

Alyceca paid Grupo Torras, the Spanish investment arm of the KIO, Pta26bn for

18 per cent of its Ebro stake. It has a call option for the KIO's remaining equity in the company.

Analysts believe the merger, likely to take place early next year, will be on the basis of between 2.7 and three Ebro shares for one Azucarera share.

It will create a group with combined sales of Pta200bn and result in the closure of five of its 15 plants.

## Spain pays KIO Pta50bn for control of Ebro

By Tom Burns in Madrid

The Spanish government has paid Pta50bn (\$333m) for a controlling stake in Ebro, the biggest domestic sugar producer, from the Kuwait Investment Office. The deal paves the way for Ebro's merger with Alyceca, the second-largest producer, and for the restructuring of Spain's sugar sector.

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**MEAN NEWS DIGEST**  
**mergers keep  
 ussels busy**

In short, the US companies involved in the proposed merger between the two largest US pension fund managers, TIAA-CREF and TIAA, seem to have got their sums right. Whether TIAA-CREF will be able to implement its plan depends on whether the US government will allow it to proceed. The competition bureau, which is investigating the proposed merger, has issued a statement of its intention to oppose the merger, but it has also said that it will not oppose the merger if the two companies can demonstrate that the merger would be in the public interest. The bureau has also said that it will not oppose the merger if the two companies can demonstrate that the merger would be in the public interest.

**CONSTRUCTION**

**Skanska faces SKr2.6bn tax bill**

Skanska, Scandinavia's largest construction group, has agreed to pay a capital gains tax of about \$1.5 billion to the Swedish tax authorities. The tax is due to be paid by December 31, 1998. It is argued that Skanska's tax position is not correct, and that the company should be subject to a tax of about \$1.5 billion. The tax is due to be paid by December 31, 1998. It is argued that Skanska's tax position is not correct, and that the company should be subject to a tax of about \$1.5 billion.

**FOOD AND PACKAGING**  
**Unilever ahead 15% in first half**

Unilever, the British food and drink company, has announced that it will increase its share of the UK market by 15% in the first half of 1998. The company has also announced that it will increase its share of the UK market by 15% in the first half of 1998.

**APPLIANCES**  
**Whirlpool buys rest of Transweld**

Whirlpool, the US-based appliance manufacturer, has agreed to buy the remaining shares of Transweld, the UK-based manufacturer of stainless steel tanks and pipes. The deal is worth about \$1 billion. Whirlpool will take over the remaining shares of Transweld, which it already owns through its subsidiary, Whirlpool Europe.

**TELECOMMUNICATIONS**  
**Swisscom seeks new chief**

Swisscom, the Swiss telecommunications company, has appointed a new chief executive officer. The new chief executive officer is Peter Hug. He will replace the current chief executive officer, Hans-Joachim Kälin, who is leaving the company. The new chief executive officer will be responsible for the development of the company's telecommunications services.

**PHILLIPS AND CO.**  
**Phillips settles with Commodity**

Phillips, the US-based commodity trading company, has agreed to settle a dispute with the US Commodity Futures Trading Commission (CFTC). The CFTC had accused Phillips of manipulating the price of oil futures contracts. Phillips has agreed to pay a fine of \$10 million and to change its trading practices.

**control of Ebro**

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## COMPANIES AND FINANCE: UK

## Biocompatibles and Shield Diagnostics had been expected to announce deals before Christmas Setback for biotechnology duo's shares

By Roger Taylor

A miserable year for investors in biotechnology stocks looks set to end with a whimper of despair. Biocompactables International and Shield Diagnostics – two of the industry's brightest hopes – saw their share prices fall sharply yesterday when expected good news failed to materialise.

The two make little or no profit but they have rocketed in value on potentially world-beating inventions.

Both were also expected to announce deals with large pharmaceutical groups which dropped 67p to 705p.

Yesterday Shield Diagnostics, which has developed a new test for heart disease, issued a statement saying that it would not conclude a deal until January.

David Evans, managing director, explained that the contracts were agreed informally and that the hold-up was because of a senior executive going on holiday. But this did not prevent inves-

tors knocking 9 per cent off the company's shares, which dropped 67p to 705p.

Biocompactables, which has developed a coating to make medical implants more tolerable to the body, issued no statement yesterday. But the share price fell 12 per cent or 65p to 490p as investors realised the chances of an agreement before the new year were now virtually nil.

The falls are the latest to hit the biotechnology sector which has seen share prices slide for most of 1997 driven by an unrelenting stream of bad news.

Leading companies such as Celltech and Scotia, which failed to get products to the market earlier this year, have seen their share prices halve.

British Biotech, the industry leader, closed down 2p at 103p yesterday, close to its low for the year and well below the 270p level reached in May.

Even PPL Therapeutics, which amazed the world in February by introducing

Dolly, the cloned sheep, has failed to prevent its shares hitting a low of 230p this week, less than half their level earlier in the year.

Biocompactables and Shield Diagnostics have epitomised the volatility of an industry where share prices are driven almost entirely by hopes of large profits several years from now.

Merrill Lynch, Biocompactables' broker, which had set a share price target of £21 for the end of this year, is now looking for £15 by the end of 1998.

Sentiment shifted. Biocompactables shares dropped from their high of 114 to less than 40p in September after the company failed to clinch a deal with Johnson & Johnson, the US medical group, to market its coated stents – metal mesh tubes used to hold open damaged blood vessels.

Merrill Lynch, Biocompactables' broker, which had set a share price target of £21 for the end of this year, is now looking for £15 by the end of 1998.

### LEX COMMENT CGT

When it comes to tax, it is a relief when common sense prevails over political dogma. In backing away from variable rates of capital gains tax, the British government seems to have accepted that it would be unenforceable. Tax avoidance experts would devise ways to present short-term gains as long-term ones, shifting taxpayers from a high rate to a low one. If the government has also dropped its hang-up about short-termism in the stock market and accepted the importance of liquidity, that would be particularly welcome. CGT changes were, in any case, never going to have much effect on big investors' behaviour because pension funds are exempt.

So why tinker at all? Labour wants to smile on entrepreneurs – job creators and long-term investors – via a CGT break in fleshing out this policy, the qualification should be size of stake, not founder status. Investors brought in as businesses grow, particularly those with vital management expertise, should not be penalised.

But this move will only add to the reliefs making CGT expensive to collect for a piffling result: £1.1bn last year. One argument says it would be better to sweep away reliefs and introduce a lower rate, say 20 per cent. Such welcome simplification might even increase the tax take. The difficulty lies in preventing taxpayers from converting highly taxed income into capital gains. If the government really wants to sort out the taxation of wealth, it will require much more than a bit of entrepreneurial tinkering.

## MEPC chief quits following business revamp

By Norma Cohen

They closed 3p higher yesterday at 623p while the rest of the property sector eased slightly.

According to the annual report for the year to September 30 1996, Lord Blakemham received £95,000 at MEPC as non-executive chairman, up from £90,000 the year before. The company said the decision to leave had been entirely Lord Blakemham's own.

In the annual report, posted yesterday to shareholders, Lord Blakemham said: "I have now been chairman of MEPC for four and a half years and the time is coming for a new chairman to lead the company into the next phase of its development. I look forward to reporting further to shareholders when progress on this front has been made.

"In strategic and management terms, the company is in much stronger shape, and if the current good prospects for the property sector hold, which we believe they will, then 1998 should be a year of further asset growth."

## Asda promoted to fastest growing food retailer

By Peggy Hollinger

Asda yesterday established its position as the UK's fastest growing food retailer with better than expected sales figures fuelling a 19 per cent jump in interim profits.

The group also sought to quash speculation over an imminent bid for Safeway. Discussions on a merger broke down when news of the proposals were leaked in September. Archie Norman, the Conservative MP who is part-time chairman, said the two companies had had no contact.

Reporting a 9 per cent jump in overall sales excluding new space, or 8.5 per cent in the core grocery busi-

ness, Mr Norman insisted Asda did not need a merger.

However, he admitted the group faced a tough challenge in sustaining the pace of growth. "Growing like this depends on creating rapid change and driving the business forward, and you cannot count on it."

Asda's sales improvement is the highest reported so far in this round of supermarket results. Trading statements show comparable sales up 6 per cent at Tesco, 4.2 per cent at J Sainsbury and 3 per cent at Safeway.

Many brokers increased full-year profit forecasts by £10m-£15m, to about £200m (£660m) and Asda's shares rose in a falling market to



Lex, back page

Archie Norman (left) and Allan Leighton, chief executive, with a giant pizza

Bob Collier

## Hambros sale signals break-up

By George Graham

Hambros, the UK merchant banking group, yesterday sold its corporate loan business to Générale de Banque of Belgium, and is expected to announce today the sale of most of its remaining banking operations to Société Générale of France.

The Belgian sale, thought to be for less than £10m, involves a small portfolio of corporate loans and fewer than 40 staff, but the Société Générale deal would basically dissolve what was once one of the UK's leading merchant banks.

Hambros has been under pressure from institutional investors for months, and earlier this year appointed Schroders, a rival investment bank, to advise it on ways of improving its performance.

Jane Satcliffe of Regent Pacific, one of Hambros' most vociferous shareholders, yesterday welcomed the sale of the corporate loan book to Générale de Banque.

"We hope it is the beginning of the long overdue break-up of the group." The Hambros investment banking business could end

up fetching more than the similar investment banking businesses recently sold by Barclays and National Westminster Bank. City analysts said Hambros would do well to achieve a price above net asset value, which is about £200m.

But a simple break-up has been complicated by the group's structure, which involves 52 per cent stakes in two listed subsidiaries, the Hambro Countrywide estate agency and Hambro Insurance Services, a loss adjuster.

If a deal with Société Générale is announced this morning, as expected, it will involve only the corporate finance, treasury and private banking operations.

There will be no bid for Hambros plc, which would require follow-on bids for the minorities in Countrywide and HIS.

It is expected that Hambros would continue to operate after the sale of the investment banking operations with its private equity investment division, its fund management joint venture with Guinness Flight and its stakes in Countrywide and HIS.

The recommended cash offer of 280p for a share is more than 50 per cent higher than Triplex's share price three months ago, when rumours first emerged about a possible takeover. Triplex shares rose 10p to 272.5p yesterday.

Triplex has been vulnerable to a bid since July, when

## Triplex agrees Doncasters bid

By Richard Wolfe

Doncasters, the precision engineering group, yesterday agreed a £194m (\$320m) bid for Triplex Ltd, after several weeks of speculation over the future of the casting company.

The recommended cash offer of 280p for a share is more than 50 per cent higher than Triplex's share price three months ago, when rumours first emerged about a possible takeover. Triplex shares rose 10p to 272.5p yesterday.

Doncasters is funding the deal through a credit facility from Credit Suisse First Boston, but will later refinace with a combination of equity and new debt.

## RESULTS

	Turnover (£m)	Pre-tax profit (£m)	EPS (p)	Current dividend payment (p)	Date of payment	Dividends compounded annually	Total for year	Total last year
Asda	28 m/s to Nov 15	3,916 (3,452)	190 (224)	4.86 (0.57)	0.91 Apr 2	0.61	-	3.05
Bellhaven	6 m/s to Sept 28	18.5 (17)	2.79 (2.32)	9.7 (7.8)	2.1 Jan 16	1.8	-	5.6
Cook (DC)	8 m/s to Oct 31	106.5 (106.5)	1.85 (1.22)	2.85 (0.45)	0.84 Jan 28	0.8	-	2.4
Creative Publishing	6 m/s to Sept 30	72.1 (70.2)	4,854 (4,527)	6,961 (0.15)	-	-	-	-
Credit Packaging	8 m/s to Oct 25	30.7 (24.7)	1.22 (0.74)	2.15 (1)	1.375 Mar 13	1,375	-	4,125
Davidson ♦	Yr to Oct 31	2.1 (2.1)	0.21 (0.21)	0.21 (0.21)	2.16 Apr 30	2.3	4.4	4.4
Fins Art Dens	8 m/s to Dec 30	74.4 (70.6)	12.4 (4.4)	14.71 (2.19)	3.3 Jan 28	2.7	-	18.5
Harriton	6 m/s to Sept 30/95	88.3 (71.5)	34.54 (21.09)	10.5L (0.16)	0.16 Feb 16	0.16	-	0.46
Howe	Yr to Sept 30	12.4 (-)	0.893 (0.019)	-	-	-	-	-
Jones Strud	8 m/s to Nov 30	41.6 (41.1)	3,519 (2,854)	14.2 (0.7)	5.5 Apr 8	5.25	-	11
Kingsgate Cement	8 m/s to Sept 30	52 (50.4)	8.81 (4.1)	8.81 (4.1)	-	-	-	-
London Merchant	8 m/s to Nov 30	16,871 (17,82)	689 (15.1)	28.28 (4.05)	0.9 Jan 29	0.8	-	4.8
Thomas Putts ♦	8 m/s to Sept 30/95	2.36 (1.34)	0.0144 (0.0144)	0.005 (0.13)	0.005 Feb 16	0.0533	-	0.1599
UDC	Yr to July 31	58.3 (53)	6.15 (6.65)	14.09 (16.32)	7.75 Dec 12	7.75	10.5	10.5
Vandy (Reg)	8 m/s to Oct 31	408.9 (448.5)	10.41 (10.7)	10.41 (10.7)	2.8 Apr 30	2.8	-	7.5
Vickey ♦	8 m/s to Sept 30/94	3.46L (-)	3,46L (1.13L)	1.8L (0.14L)	-	-	-	-
Warren Estate	Yr to Sept 30	40.4 (23.1)	12.3 (10.5)	8.75 Apr 8	8.2	12.9	-	-
<b>Investment Trusts</b>								
Aberdeen New Dawn	8 m/s to Oct 31	168.37 (233.39)	0.497 (0.008)	1.15 (1.87)	-	-	-	-
Darmon	8 m/s to Oct 31	123.16 (104.76)	4.12 (2.7)	8.57 (5.6)	3.17 Jan 30	3	-	1.65
Edinburgh Japan	8 m/s to Nov 30	110 (145)	0.26L (0.42L)	0.78 (1.28)	-	-	-	-
JP Utilities ♦	Yr to Dec 31	- (-)	-	1.25+	Jan 15	-	8.5	7.94
M&G High Income	49 m/s to Nov 30	13.51 (-)	0.028 (-)	3.02 (-)	0.96 Feb 25	-	-	-
Murray Spill	3 m/s to Nov 30	208.3 (204.95)	0.109 (0.141)	1.4 (1.8)	3.05 Apr 3	2.3	-	12
Pemberton Ind	8 m/s to Nov 30	104.43 (104.43)	0.103 (0.103)	2.1 (2.23)	2 Jan 26	1.9	-	3.9
Towers	8 m/s to Oct 31	101.27 (100.03)	0.093 (0.097)	0.42 (0.63)	-	-	-	0.2
Templeton Emerging	8 m/s to Oct 31	136.65 (154.82)	2.23 (2.87)	0.6 (0.8)	-	-	-	1.1
Welsh Industrial ♦	8 m/s to Oct 31	24.63 (25.52)	0.059 (0.04)	4.3 (2.9)	-	-	-	4

Earnings shown net. Dividends shown net. Figures in brackets are for corresponding period. \*After exceptional charge. ♦After exceptional credit. \*\*100 increased capital. #Companys pro forma. \$Companys revised. £To firms' comparatives for nine months. □Gross rental income. ■Second interim. ¶Mkt stock. §§Companys for 4½ months. \* Companys for the month. † Companys revised. ¶Mkt interim. #Mkt interim of 12.5p for current year also announced. \$At August 31. ||At April 30.

## REQUEST FOR EXPRESSIONS OF INTEREST

PERU

## INFRASTRUCTURE CONCESSIONS TECHNICAL ASSISTANCE LOAN

Financial, Legal, Engineering and Environmental Consulting Services for Ports, Airports and Roads Concessions.

1. The Government of Peru has applied for a loan from the International Bank for Reconstruction and Development and intends to apply part of the proceeds of this loan for payments for consulting services to support its concessions program for transport facilities in ports, roads and airports.

2. The consulting services likely to be required include (i) investment banking for financial structuring and promotion of concessions

## LEX COMMENT

CGT

It is a belief when common sense and political pragmatism in backing away from the British government's proposal that it would be unaffordable that it would derive ways to freeze job losses as long-term ones changing legislation to bring up short-term losses in the short term and expand the range of flexibility in the medium term. This change will be going to have much effect on the industry because possible funds are scarce.

Labour wants to make an issue of job creation and long-term investors to 2000 of stock, not further cuts in investment give the right kind of incentives to business. There will only be a slight shift in the market making EPC more attractive if it would be better to introduce a higher rate of VAT on new construction projects. It is also important that in percentage terms of its contribution to gross national product, the UK's growth is now more than a lot of continental

**EPC chief**  
its following  
siness revamp

**Competitor**

Nikko Securities, the UK's third largest insurance company, yesterday said it has intentions to take control over, and recently had turned, the UK writer and its chairman. It has been a shareholder of the largest listed financial services firm, M&P, about a year now that it came off the market. It has now bought a new board and director of its management, the independent body of the independent director of the insurance company, and has now joined the board of the insurance company.

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CJY 19/12/97

## RECRUITMENT

Schools should teach pupils the skills needed to advance their careers, says Richard Donkin

# Important lessons in adding value

**I**t was not so long ago that Cobol computer-programming specialists were digging their gardens in the belief that their knowledge had become as obsolete as the pony express. Today they are commanding the highest fees of their careers as they help companies deal with the deficiency of digits that caused the year 2000 computer problem.

Few, if any, companies are going to employ such people on a permanent basis. Such employees are, in effect, "just in time" people. The rise of the agency, particularly in the supply of information technology expertise, has helped to feed this demand for employees to cut down on wage costs by introducing improved technology. This, in turn, demanded higher skills and reorganised workforces.

The report says these features are likely to intensify, maintaining the existing high levels of unemployment until the capacity of people to add value through their work comes more closely into line with employment costs.

Using the uncompromising logic of the economist, it points out that in a free mar-

ket people are employable to the degree to which they add more value than they cost. Those who have a low capacity to add value will only be able to attract low wages.

While this appears to make sense, it does not deal with the under-utilisation of those who can add more value. Many of those who are paid low wages to serve hamburgers in fast-food outlets would be capable of much greater wage earning contributions were there the opportunities for them to demonstrate their talents.

Similarly many manufacturing workers freed from the drudgery of repetitive jobs on assembly lines by the introduction of multi-skill and self-managed teams are beginning to make increasing contributions to productivity by channelling ideas through suggestion schemes and team-led problem-solving.

The report's assumption,

however, that the path to higher earnings and better job prospects lies in upgrading skills seems reasonable, particularly in the light of figures it publishes that show the return on investment arising to an individual and a nation from education.

A bar graph showing the social returns to the state from investment in education in different parts of the world across different sectors of schooling showed none below 8 per cent and some, in sub-Saharan Africa, as high as 25 per cent.

Returns to the individual on personal investment in education were even greater – as high as 41 per cent for primary education in sub-Saharan Africa.

As Oliver Sparrow, director of Chatham House Forum and author of the report, says: "Returns over 8-10 per cent are usually as attractive in normal commercial transactions.

Education is, therefore, a spectacularly attractive investment for those who have access to it."

Given that the education system is the envy of the world, the future workforce is to be fashioned, how well is it delivering the types of skills that are going to be needed beyond 2000? A clue to the answer of this question lies in the report's three classifications of skills.

Firstly, there are what it calls core skills – the three Rs, IT literacy, managing credit cards and other ways of dealing with modern life.

Secondly, it lists interpersonal skills – the ability to deal with social and human contact. Lastly, there are specific skills, typically the technical requirements associated with work.

It may be that the biggest input most education systems can have is into those core and interpersonal skills. But are schools delivering the goods? Young

people do not think so. In a recent Industrial Society report, almost two-thirds of some 10,000 people, aged between 12 and 25, thought that schools in the UK did not prepare them for working life.

This view is backed up in a paper published last week by Valerie Bayliss, director of the Royal Society Project, which points to some worrying deficiencies in the UK education system.

The paper, arising out of a discussion among financial institutions looking at responses to changing working patterns, suggests that financial literacy should become an important component of the National Curriculum.

Ms Bayliss says children should be taught how to run bank accounts, credit cards and how to organise pensions and mortgages.

What about other skills that have become central to many types of employment? Is it not time that schools added touch-typing within their timetables? Some may argue that voice-recognition systems may soon make typing obsolete but such technologies are still in their infancy.

Investment in touch-typing could make real efficiency gains that could translate immediately to screen-based jobs.

Schools might do more to increase the social skills of children, thereby helping to counter the erosion of family stability throughout society. But could teachers cope with such a burden?

Where, also, should young people learn values, when they can no longer always rely on family role models?

Mr Sparrow notes that some people take inspiration for how to react to a situation from television soap operas. This could have significant moral implications given the

subjects that are now tackled by television.

For many of those who are seen as the socially excluded in society, such methods could have a growing impact.

"How a country structures its entertainment media and the tone that it emphasises in respect of interpersonal life skills will make a great deal of difference to the ability of many people to find their way to a more realistic state of self-harm," says Mr Sparrow.

Subliminal guidance by television may seem unpalatable to some but, as Mr Sparrow points out, it is already happening. A more important question may be: who controls the content?

\**Navigating Uncharted Waters*, published by Chatham House Forum, 10 St James Square, London SW1Y 4LE, tel (0844) 171 314 2702, 275.

RSA Discussion Paper 4, Financial Services and the Changing World of Work, published by the RSA, 5 John Adam Street, London, tel (0844) 171 930 5115.

E-mail: richard.donkin@FT.com

## BANKING FINANCE &amp; GENERAL APPOINTMENTS

## PRINCIPAL FINANCE GROUP – EUROPE

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Directors & Associate Directors

London

The Nikko Securities Co Ltd has total shareholders' equity of over US \$5 billion, making it one of the best-capitalised international securities houses in the world. It employs almost 9,000 people worldwide and has offices in 21 countries. Nikko Europe Plc, the European arm of Nikko Securities, has recently established a Principal Finance Group in London as part of the ongoing expansion of the firm's international capital markets business. The new group has been formed to utilise Nikko's strong capital base, underwriting strength and distribution capabilities. The group's main areas of focus will be in asset purchases with Nikko acting as principal, financial restructuring of asset pools on a principal basis and the provision of capital support for third parties in the development of asset origination.

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Candidates should have at least four years' experience in a quality law firm or investment bank, with experience in acquisitions, M&A/MBIs, joint ventures, takeovers, competitive bids for companies or portfolios of assets, consortium arrangements and possibly equity capital raisings, IPOs. An exposure to the financing aspects of such transactions would be an advantage. The role is within a business team and will be a front line position.

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Candidates should have experience trading, selling, hedging and structuring asset-backed securities. Beyond pricing, distributing and trading the debt products originated by PTG, the role will involve working closely with PTG members to assist in modelling, acquisition structures and asset-backed and other debt capital markets products as part of the bid phase of a transaction. This is an exceptional opportunity to contribute across all areas of the business.

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Interested candidates should write in confidence to Graham Thomas, quoting reference number 6243, at Nicholson International (Search & Selection Consultants), PO Box 29458, Dubai, UAE or alternatively, fax your details to 971 557334 or Email to [nidubai@emirates.net.ae](mailto:nidubai@emirates.net.ae)

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### portfolio manager

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- This is available from the Directorate Personnel, European Patent Office, Erhardstrasse 27, D-80331 Munich (Fax: +49/2399-2706) and must be returned completed (quoting ref. No. EXT/750) by 19 January 1998.

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## INTERNATIONAL CAPITAL MARKETS

# Bundesbank helps bunds to rally

**GOVERNMENT BONDS**

By Simon Davies in London and John Labate in New York

Government bond markets performed strongly yesterday, encouraged by overnight weakness in the US and Japanese equity markets and the decision by the Bundesbank, the German central bank, to keep interest rates on hold.

Uncertainty in Asia, with the Korean elections bringing in a new president who had criticised the toughness of the IMF's bail-out conditions, continued to provide fertile conditions for bond markets.

**GERMAN BONDS** rallied as expectations of the next interest rate move shifted further out. The Bundesbank did its bit for the market, lowering its forecast for money supply growth, and suggesting that interest rate convergence should be towards the core members, such as Germany.

However, the news was not all good. The market shrugged off the announcement that the government would auction DM30bn of 10-year bonds in January and a further DM10bn of

30-year stock. This was far more than had been anticipated.

"The idea is that they will

get as much long-term issuance as possible while yields are at these levels," said David Keeble, government bond strategist at CS First Boston.

Nonetheless, the March contract in London settled 0.34 higher at 101.32, while the adjusted benchmark yield in the cash market remained identical to bonds.

ITALIAN BTPs also moved in line with bonds, with the adjusted yield spread remaining at 43 basis points. In London, the March contract settled at 115.75, up 0.38 on the day and 0.07 on its high earlier in the day.

Analysts expect the budget to be cleared through parliament over the next few days, with an interest rate cut to follow soon after. It has been long expected. But as Mr Keeble said: "When we finally get the rate cut that we've been waiting for since July, there could certainly be a rally today."

UR GILTAs had started the day moving in the opposite direction. Longer-dated issues have been continuing to feel the pinch from the more than £1bn of long-term bonds launched by Annan on Monday.

Moreover, the minutes of the last monetary policy committee meeting, pub-

lished yesterday, showed that the panel was unanimous on the last rate rise and remained concerned that further tightening might be necessary.

However, weakness in the stock market, combined with the strength in other European bond markets, helped the March contract settle up 0.14 at 121.4. Only 34,000 contracts were traded.

JOANNE COLLINS, senior market strategist at Nomura, said that in spite of the recent weakening in the market, there had been evidence of hedge fund buying.

In the cash market, the yield spread against bonds narrowed by 3 basis points to 111.

"We need to see retail sales and inflation numbers after Christmas to confirm that activity is in fact slowing and that interest rates have peaked," she said.

US TREASURIES rose in early afternoon trading, with the long bond falling back below the 6 per cent level, in spite of the release of a smaller than expected trade deficit for October.

By early afternoon the 30-year Treasury bond, the benchmark for long-term interest rates, had gained 0.07 to 103.7, sending the yield

down to 5.965 per cent. Shorter-term issues also rose, with the 10-year note climbing 1/4 to 102.15, yielding 5.778 per cent. The Federal Funds rate was at 5.68 per cent.

The US trade deficit fell in

October to \$9.7bn as exports jumped 2.4 per cent to \$80bn and imports rose a modest 0.4 per cent to \$88.7bn. In spite of the bearish tone to these figures, the market rallied.

"The bond market psychology is so eminently bullish now that it's willing to dismiss anything that points to growth in the fourth quarter as old news," said Joseph Liro, chief economist at CIBC Oppenheimer in New York.

"The export numbers, plus

the bilateral trade data, indicate that the Asian crisis did not impact on trade," wrote Elliott Platt, director of economic research at Donaldson, Lufkin & Jenrette in a morning report on the trade data. Mr Platt said the Asian effect should influence trade figures by the first quarter of next year.

A separate report showed that initial unemployment claims rose 5,000 to 319,000 in the second week of December.

## Asian bank ratings lowered

By Edward Luce

Asian banks came in for another bout of credit rating downgrades yesterday, with some Korean banks in effect relegated to junk bond status.

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## Interest rates driven up by Japan factor

Contributors to these rates.

At yesterday's 11am fixing in London, yen three-month Libor was 0.7319 per cent. Some analysts, however, believe this figure does not reflect the true state of the market. Switzerland's SBC, for example, was quoting 0.34375 per cent, while Fuji Bank of Japan offered 1.0625 per cent.

"The real question is: 'If these [Japanese] banks are not prime banks, should they be included in the index?'" asks one analyst.

However, Kirit Shah, chief market strategist at Sanwa International, says Japan is still a big factor in international lending. "It is still the biggest creditor nation," he says, "so it is very realistic to keep Japanese banks in the Libor index."

The London interbank offered rates - Libor - compiled by the British Bankers Association, are meant to reflect the rates at which the most credit-worthy banks can borrow from each other.

The presence of Japanese banks is therefore adding a premium to these rates that the highest rated banks think they should not have to pay.

Because the BBA removes the extremes in every sample, this distortion is eliminated for most currencies. Yesterday's dollar Libor fixing was equal to the average rates quoted by US and European banks. The three Japanese banks in the sample, which posted higher rates, were automatically removed under BBA rules.

The problem mainly concerns Libor rates on the yen, because Japanese banks make up half the sample of

Asian banks. The agency also warned that the Korean government might not be in a position to honour its pledge to bail out the banks' creditors in the event of default.

The current depletion of foreign currency reserves and the possibility of the government imposing foreign exchange controls mean that there is potential transfer risk of economic origin," said the agency. It also warned that Korea's leading banks faced heavy unrealised losses on their equity holdings.

Fitch IBCA also downgraded 10 of Thailand's largest commercial banks, citing a "significant deterioration in loan quality" in the third quarter. "In some instances the increase in accrued interest amounted to over 30 per cent of interest recognised as income implying that 30 per cent of 'performing' loans were not paying interest."

Three banks - First Bangkok City Bank, Siam City Bank and Bangkok Metropolitan Bank - were highlighted as having "extremely low capacity to absorb losses".

The BBA acknowledges the distortion but has chosen to retain the existing panels, having consulted market participants. The presence of Japanese banks in the Libor panel, it argues, reflects their importance in the international money markets.

"The yen benchmark tracks the cash market," it said yesterday. "There is usually a Japanese bank involved in any yen transaction."

Samer Iskandar  
Penelope Clayton

## Korea offering seen imminent

**INTERNATIONAL BONDS**

By Edward Luce

Speculation that a Korean bond of between \$8bn and \$10bn was imminent continued to circulate yesterday, although the situation appeared extremely fluid.

The investment bank that wins the Korea mandate is in pole position to lead-man-

age all the subsequent Asian sovereign bonds," said an official at a US bank.

Officials in Seoul said the bond would be issued by the ministry of finance rather than through the usual conduits of either the Korea Development Bank or the Export-Import Bank.

Bankers suggested that Korea, which faces mounting short-term debt obliga-

Issuer	Amount m.	Coupon %	Price	Maturity	Fees %	Spread bp	Book-runner
<b>■ US DOLLARS</b>							
ClassNotes Trust 97-Next	150	(nil)	100.00	Jun 2001	0.25%		Salomon Smith Barney
<b>■ FRENCH FRANCS</b>							
Credit Local de France	1bn	(nil)	99.58	Jan 2008	0.375%		Societe Generale
Santander International	640	(nil)	100.00	Jan 2005	0.35%		Deutsche Morgan Grenfell

Final terms, non-callable unless stated. Yield spread over relevant government bond) at launch supported by lead manager. <sup>a</sup> Floating-rate note. <sup>b</sup> Fixed re-set price. <sup>c</sup> Weighted average life: 2.21 yrs (7% CPT), a1-mth Libor +17bps, max 18%

d) 144-10 -Sop. c) Callable on 14/02/02 at par, c1) 5.13% to 14/02/02, then 0.04%, a) Short 1st coupon.

tions because many Japanese banks are refusing to roll-over exposure to their Korean counterparts, was contemplating alther a one-year bond or possibly a 12-month bridge-loan.

The KDB 10-year dollar

benchmark bond was trading at a spread of about 425 basis points over Treasuries in the secondary markets yesterday. "Korea has to resolve this in the next few days because it has to raise the cash," said one banker.

In the primary markets, activity almost ground to a halt although MONEY STORE, a US finance service company, saw enough demand to launch a \$150m securitised bond backed by student loans.

**WORLD BOND PRICES****BENCHMARK GOVERNMENT BONDS**

Dec 18	Red Date	Bid	Coupr	Yield	Bid	Chg Wt chg	Yield	chd chd	Yield	Year
Australia	04/00	7,000	103.0265	5.57	-	+0.33	+0.45	-0.02	+0.45	2000
	10/07	10,000	127.1985	6.21	-	+0.24	+0.21	-0.21	+0.21	
Austria	09/93	7,000	104.2577	4.28	-0.04	+0.11	+0.17	+0.56	+0.17	2003
	07/07	5,625	101.9802	5.38	-0.04	+0.05	+0.31	+0.58	+0.31	
Belgium	01/00	4,000	98.185100	4.43	-	+0.19	+0.04	+1.15	+0.04	2000
	03/01	6,250	105.8200	5.44	-	+0.27	+0.22	+0.57	+0.27	
Canada*	03/98	4,750	98.2122	5.23	-0.01	+0.33	+1.08	+0.86	+0.33	2000
	06/01	7,250	110.7043	5.74	-0.01	+0.20	+0.30	+0.91	+0.20	
Denmark	12/99	8,000	102.6244	5.57	-	+0.10	+0.22	+0.52	+0.10	2000
	11/07	7,000	109.6234	5.70	-	+0.07	+0.37	+0.95	+0.07	
Finland	01/99	11,000	107.0620	4.05	-0.02	+0.12	+0.24	+0.61	+0.12	2000
	04/06	7,250	111.7490	5.45	-	+0.34	+0.31	+0.94	+0.34	
France	01/00	4,000	98.4768	4.27	-	+0.07	+0.12	+0.76	+0.07	2000
	10/04	6,750	110.2277	4.98	-0.07	+0.08	+0.32	+0.86	+0.07	
	10/07	5,500	101.8679	5.25	-0.07	+0.07	+0.33	+0.56	+0.07	
	10/25	6,000	123.0287	5.70	-0.07	+0.08	+0.37	+0.57	+0.07	
Germany	09/99	4,000	98.7550	4.14	-0.05	+0.04	+0.06	+0.68	+0.05	2000
	11/04	7,500	113.3247	5.10	-0.05	+0.01	+0.22	+0.61	+0.05	
	07/07	8,000	106.6250	5.25	-0.05	+0.04	+0.26	+0.61	+0.05	
Ireland	02/99	6,250	101.4462	5.03	-0.04	+0.03	+0.06	+0.56	+0.04	2000
	03/01	6,250	101.6256	5.56	-0.04	+0.03	+0.06	+0.57	+0.04	
Italy										



## COMMODITIES AND AGRICULTURE

# Bundesbank statement gives fillip to gold

## MARKETS REPORT

By Kenneth Gooding, Robert Corzine and Vincent Boland

The price of gold moved higher yesterday after Hans Tietmeyer, president of the Bundesbank, Germany's central bank, said European central bankers agreed that a future European central bank should hold some gold.

Mr Tietmeyer also insisted during a press conference in Frank-

furt that Germany had no plans to sell any gold from its central bank reserves.

Traders pointed out that Mr Tietmeyer's remarks did not break any new ground. However, the price of gold in London rose more than \$2 a troy ounce to be "fixed" at \$230.

One trader said a more important factor in gold's rise was the withdrawal of a substantial seller. "We know there's been something going on for the past couple of

weeks on the selling side. That started to alleviate on Tuesday, allowing the market some relief."

On the London Metal Exchange most metals continued to recover from the sharp falls seen earlier this week. Copper closed up US\$11 a tonne at \$1,786, or 2.6 per cent above this week's low of \$1,740. Analysts continue to cut their price forecasts, however. The government of Chile, the world's biggest copper producer, lowered its 1998 forecast from \$2,084 to \$2,041 a

tonne to \$1,873-\$1,983. Wayne Atwell, at Morgan Stanley, reduced his 1998 forecast by \$10 a tonne to \$1,763.

Cruude oil prices finally bucked the bearish trend of recent weeks. The price of Brent Blend for February delivery, the world bellwether, rose to \$17.88 a barrel in late trading on London's International Petroleum Exchange, 4.8 cents up on Wednesday's close and 66 cents up on its low of \$17.22 on Wednesday.

Traders attributed the rise to short-covering by speculators and renewed uncertainty over when Iraq might resume exports.

After heavy selling this week, coffee futures steadied yesterday in London and New York amid reports that next year's harvest in Brazil would be lower than estimated. That caught market bears off-guard and pushed prices up, though only modestly.

On the London International Financial Futures and Options

Exchange, the March coffee future rose \$1 to \$1,684 a tonne, after Leon Yallouz, an influential private forecaster, reportedly suggested that the 1998-99 Brazilian harvest estimate would be between 83m and 85.5m 60kg bags lower than expected.

On the New York Cotton, Sugar and Cocoa Exchange, the March coffee future was up 3.65 cents a pound to 164.50 cents at noon. Cocoa and sugar prices were also higher.

## Shippers warned over gas shortage

By Robert Corzine

The spot price of natural gas in Britain rose dramatically this week in response to a surge in weather-induced demand that forced Transco, the monopoly pipeline operator, to inject expensive storage gas into the national transmission system.

On Wednesday morning the spot price on the Transco-operated "flexibility mechanism" shot up from a rolling 30-day average of 4.488 pence per kilowatt-hour to 16.97 pence per kilowatt-hour. That equates to about 25 pence per therm, compared with an average of about 15p a therm.

Transco said the price spike occurred because demand continued to rise after North Sea platforms were delivering the maximum amount of gas that could be shipped through the country's short-term gas system.

It also warned that its 30-odd shippers using its system of financial consequences that could flow from its decision to bring in additional supplies from the Ronge offshore storage field.

A fax sent to shippers warned that there were "serious financial implications" for shippers who found themselves short of gas on the day. Any shipper found to have had a supply deficit on Wednesday will have to make up the shortfall at £5 a therm.

Flemings said the Indian oil and gas industry remained attractive on fundamental grounds, although the petroleum sectors in both India and South Africa "might struggle a bit".

## Report upbeat for oil exporters

By Robert Corzine

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**old**  
Shippers  
warned  
over gas  
shortage

By Robert Currie

**beat  
orters**

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**LONDON SHARE SERVICE**



## LONDON STOCK EXCHANGE

## UK stocks drift lower ahead of futures expiry

## MARKET REPORT

By Steve Thompson,  
UK Stock Market Editor

UK shares made another attempt yesterday to extend the recent rally but, once again, failed to attract any substantial support.

Dealers insisted there had been no great pressure in the market but that the absence of any substantial buy-side interest meant prices inevitably had to slip away until they found viable support levels.

"The market was dominated by a sudden flurry of programme trades, with the balance coming down on the sell-side," said a

senior marketmaker at one big European securities house.

Underlying worries about trends in far eastern markets were compounded by further disturbing news emanating from Tokyo where it was announced that two of Japan's leading stockbrokers, Daiwa and Nikko, had been suspended because of their alleged involvement with "sokaiya" racketeers.

That news was enough to upset the Tokyo market, which fell 2.2 per cent. Other Asian stock exchanges managed to make good progress, notably Seoul, while the Hong Kong market closed modestly higher.

Guardian Royal Exchange

delivered the best individual performance in the FTSE 100 after various broker recommendations and amid market talk that the stock is one of Cazenove's 1998 "best buys". The big buying of NatWest continued with Bear Stearns, the US stockbroker, said to have bought up to 1m shares in the bank on behalf of an investment client.

Sentiment in London was undermined primarily by Wall Street, where the Dow Jones Industrial Average fell 18 points on Wednesday after the S&amp;P profit warning. The Dow fell almost 20 points in the first five minutes after the opening yesterday.

The US market was unsettled

despite some reasonably reassuring economic news which showed weekly jobless claims of 319,000, up slightly on the previous week, and a lower-than-expected US trade deficit for October.

The FTSE 100 index settled 22.5 off at 5,168.3. The second-line stocks, which have proved resilient during the bouts of weakness affecting the leaders, were being sold yesterday, and the FTSE 250 index eventually closed 20.5 lower. The FTSE SmallCap, on the other hand, edged 1.3 higher to 1,301.8.

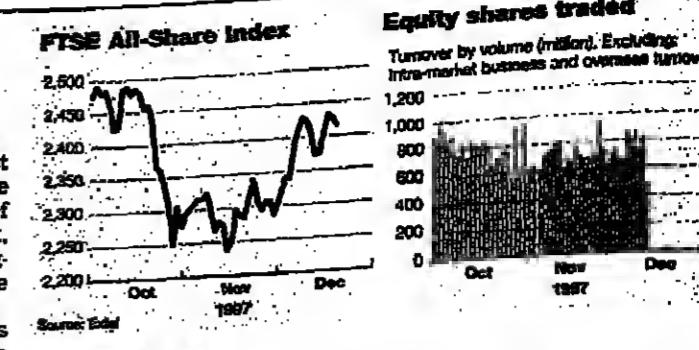
Earlier, the FTSE 100 had made good progress, recrossing the 5,200 level and hitting a session

high of 5,219.3.

This morning brings the first expiry of the Footsie future since the introduction on October 20 of the new electronic order book, which facilitates instant arbitraging between the future and the underlying cash stocks.

Dealers are bracing themselves for a barrage of activity as the expiry takes place, in tandem with the expiry of FTSE 100 index options. The general feeling around trading desks is that the market may well make a decisive move after the expiries.

Turnover in equities topped the £bn mark for the first time in many weeks boosted, according to dealers, by the burst of programme trade activity.



	Indices and ratios				
FTSE 100	5,168.3	-22.5	FT 30	3,268.20	+2.3
FTSE 250	4,755.8	-20.5	FTSE Non-Fins p/c	20.04	20.11
FTSE 350	2,477.4	-10.8	FTSE 100 Fins Div	5,178.0	-30.0
FTSE All-Share	2,417.28	-9.78	10 yr Gilt yield	6.37	6.40
FTSE All-Share yield	3.22	3.21	Long gilt/equity yld ratio	1.99	2.00

	Worst performing sectors		
1 Support Services	+1.2	FT 30	3,268.20
2 Media	+0.9	FTSE Non-Fins p/c	20.04
3 Breweries Pubs	+0.9	FTSE 100 Fins Div	5,178.0
4 Retailers Food	+0.8	10 yr Gilt yield	6.37
5 Leisure & Hotels	+0.8	Long gilt/equity yld ratio	1.99

## FUTURES AND OPTIONS

	FTSE 100 INDEX FUTURES (LIFFE) £25 per full index point (APT)		
Open	Sett price	Change	High
Dec	5215.0	+5178.0	5238.0
Mar	5270.0	+5225.5	5231.0
Jun	5321.0	+5230.0	5241.0
Sept	5381.0	+5245.0	5251.0

	FTSE 250 INDEX FUTURES (LIFFE) £10 per full index point		
Open	Sett price	Change	High
Dec	4732.5	+4732.5	4732.5
Mar	4811.5	+4811.5	4811.5
Jun	4878.5	+4878.5	4878.5
Sept	4931.5	+4931.5	4931.5

	FTSE 100 INDEX OPTION LIFFE £10 per full index point		
Open	Sett price	Change	High
Dec	5000.0	+5000.0	5000.0
Mar	5000.0	+5000.0	5000.0
Jun	5000.0	+5000.0	5000.0
Sept	5000.0	+5000.0	5000.0

	EURO STOXX 100 INDEX OPTION LIFFE £10 per full index point		
Open	Sett price	Change	High
Dec	5000.0	+5000.0	5000.0
Mar	5000.0	+5000.0	5000.0
Jun	5000.0	+5000.0	5000.0
Sept	5000.0	+5000.0	5000.0

	Major Stocks Yesterday		
Open	Close	High	Low
21 Nov	5100	5100	5095
22 Nov	5100	5100	5095
23 Nov	5100	5100	5095

## Asda

delivers  
the goodsBy Joel Kibazo, Peter John  
and Martin Brice

Food retailer Asda Group was the flavour of the sector after it posted interim figures ahead of the market's best estimates.

First-half profits of £190m comfortably beat expectations of between £180m and £185m. Further good news was that like-for-like sales in the current period are up 8.8 per cent while analysts were also keen to point to the 6 per cent increase in customer spending at the group's stores.

The shares improved 7.5 to 178p, one of the day's best performers, in trade of 13m.

Several analysts indicated they would be upgrading full-year figures to around the £400m mark. Kleinwort Benson, a bull of the stock, was already on that figure and reiterated its "buy" stance.

Chairman Archie Norman said much of the recent speculation about Asda launching a bid for Safeway had been "fanciful" but rumours of such a move refused to die down yesterday. The two groups called off merger talks earlier this year.

Bargain hunters helped shares in Safeway improve 7.5 to 336.5p. Tesco surrendered 3 to 483p amid rumours of a slowing in cur-

rent sales growth. Volume was 8.7m.

Pearson, the group which owns the Financial Times, dropped 34 to 790p as Merrill Lynch reduced its profit forecast in broad review of the outlook for the sector.

Merrill said its new current year forecast was 228.6m, down from £297m, and next year's is £240m, down from £236m. The reduction takes the broker from the top of the range of 5.8 times, compared with more than 7 times for its US peer group. This made the company attractive to US investors, who hold about 50 per cent of the shares.

Elsewhere among smaller stocks, Comptech, the electronic equipment maker, achieved one of the biggest rises in the Footsie after Merrill Lynch shifted its stance from neutral to accumulate. The shares gained more than 3 per cent or 7% to 207p.

Adam Collins at the broker focused on his estimate that the company could spend \$1bn on acquisitions, which could increase earnings per share by up to 40 per cent.

He said the stock was trading on a prospective price/earnings ratio of about 5.8 times, compared with more than 7 times for its US peer group. This made the company attractive to US investors, who hold about 50 per cent of the shares.

In the mid-eighties, Triplex Lloyd said it had taken a 230p-a-share bid from Doncaster's, the Midland engineer with a US listing. Triplex shares rose 10 to 272.5p.

IMI preferred

IMI achieved the second-biggest rise in the FTSE 250. The stock rose 12% to 408.5p after the broker named it as its preferred engineering stock for next year. SEC Warburg was also said to have reiterated its positive stance on the company.

LucasVarity achieved one

of the larger rises in the Footsie after Merrill Lynch shifted its stance from neutral to accumulate. The shares gained more than 3 per cent or 7% to 207p.

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Engineering stocks have suffered the effects of strong sterling this year, and six have been the subject of bids. Paul Compton at Merrill Lynch said: "The smaller UK engineers clearly represent good value and there will be more bids of this type."

Network Technology, the electronic equipment maker, achieved one of the bigger rises among smaller companies as it issued a positive trading statement that focused on a strong gain in sales. The shares rose almost 14 per cent as they rose 14% to 122p.

PhoneLink, the small software and telephone numbering service group that this week announced it had cut its pre-tax losses, gained 3.2p to 3.28.

Hambros, the merchant bank, was driving National Westminster. Dealers said Bear Stearns was buying heavily on behalf of a client. The shares were up 50 at one stage before closing a net 15 higher at 107.6.

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Elsewhere among smaller stocks, Country Casuals, the retailer, rose almost 35 per cent or 31 to 124p after it said it was in takeover talks.

Abacon Recruitment, the AIM-listed stock, achieved a 19 per cent gain after saying interim profits would increase fourfold to £200,0



4 pm close December 1

## **NEW YORK STOCK EXCHANGE PRICES**



## Investors wind down for Christmas break

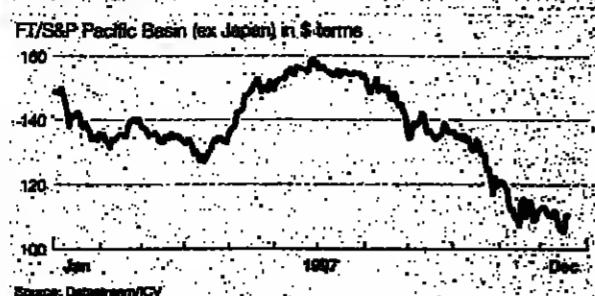
### WORLD OVERVIEW

There were distinct signs yesterday that world stock markets were starting to wind down for the Christmas/new year period, writes Philip Coggan.

After the terms of the Japanese refinancing package dribbled out earlier in the week, the Korean election results are about the only significant unknowns left to be factored into share prices.

That should allow institutional investors to indulge in their traditional end of year "window dressing" of portfolios. Fund managers often sell losers and buy winners in an attempt to make their

### Asian equities



portfolios look more impressive to investment clients.

The Bundesbank, like the US Federal Reserve earlier in the week, passed up the chance to increase interest rates.

The world's two leading central banks accordingly made just one interest rate change apiece all year, an inactive period by central banking standards.

One reason for the lack of

movement may be that talk of an inflationary rebound, much heard earlier in the year, has changed into fears of deflation in the wake of the Asian crisis. Analysts are still debating which is the greater threat.

"The volatile, uncertain, financially unstable environment that has now become the norm is not the sort of world that will allow central bankers to raise interest rates," commented Robin Aspinall of National Australia Bank.

"The markets still project rising rates in every major economy; they are likely to be wrong in almost every instance."

The bears will argue, however, that a more favourable interest rate environment will not necessarily be bullish for equities.

Those contrarian investors who hope to buy on the rebound face the problem that many investors, having believed in the Asian growth story for so long, are now in a state of shock.

"Our emerging market investment strategy has been based on the premise that - despite the falls seen in most of the Asian stock markets - the conditions for a sustained rebound in the region's fortunes are not yet in place," said the team at ING Barings. "We will be retaining our underweight position."

### EMERGING MARKET FOCUS

## Moscow hopes bad luck is past

The Russian superstition that bad luck comes in threes has been richly confirmed in recent weeks as Russia's fragile market economy has been battered by a troika of blows.

First came the turmoil in emerging markets worldwide. The Muscovite hope that Russia would remain immune was swiftly dashed, and this autumn the previously robust Russian stock market plunged nearly 40 per cent.

Then came a fresh round of infighting between Russia's political clans. The battle weakened Anatoly Chubais, one of the masterminds of Russia's economic reform effort, and further unnerved equities.

The final hit came last week when President Boris Yeltsin retreated to a sanatorium suffering from what Kremlin aides insisted was a common cold. But the last time Mr Yeltsin was said to have come down with a "cold", in 1996, it turned out to have been a major heart attack.

Thanks to the Kremlin's history of being economical with the truth, Moscow is abuzz with rumours about Mr Yeltsin's "real" ailment, with explanations ranging from a mild heart attack or a brain "spasm" to the more homespun theory that he has simply reverted to his old friendship with the vodka bottle.

Set in the midst of all of this uncertainty, some of Russia's most respected economists are arguing that the stock market is poised for fresh victories next year.

The most aggressively bullish prediction came this week from Mr Chubais, one of the west's favourite Russian politicians.

Not only had Russia successfully ridden out the recent global turmoil, Mr Chubais argued, but the country might actually be strengthened by a redistribution of funds from Asia and Latin America to Euro-

### Russia



pean emerging markets.

"It is absolutely clear that the Russian corporate securities market is undervalued," Mr Chubais said.

"Moreover, a number of large mutual funds have decided to redistribute their emerging market portfolios in favour of Russia... This means that Russia could emerge from the stock exchange and financial crises in the world with some advantages."

Many western analysts agree. A recent report from Salomon Smith Barney urges investors to be overweight in Russia. Salomon says Russia is "the most attractive value play in the European emerging markets context" with "relatively inexpensive" shares with a price/earnings ratio that is around a third lower than the global emerging markets average.

Most Moscow-based bankers, who have revelled in this year's stock market boom - at one point the Russian market was sitting on gains of more than 150 per cent - are eager to believe that the good times will continue to roll next year.

A few heretics fear the international financial storm is not yet over and warn that it could do further damage to Russia when it next flows through world markets.

Chrystia Freeland

## Dow slides on uncertainty over earnings

### AMERICAS

US stocks drifted lower as analysts continued to grapple with earnings estimates for the coming quarterly reporting period, writes John Lawton in New York.

"People have gotten it into their heads that there will be a greater than expected impact from Asia, in the fourth quarter and 1998," said Arthur Hogan, senior equity trader at Morgan Stanley.

Wednesday's announcement by Minnesota Mining & Manufacturing that Asian currency and demand factors would depress fourth-quarter earnings cast a cloud over sentiment. Yesterday selling pressure hit other large multinationals. Caterpillar fell \$1.8 to \$48.75 and United Technologies lost \$1.1 to \$71.4.

By early afternoon the Dow Jones Industrial Average had lost 57.89 to 7,889.72, while the broader Standard & Poor's 500 index was down 6.29 to 959.32.

"Multinational stocks that were liked by investors six to nine months ago for their overseas exposures are now coming into problems," said Richard McCabe, chief market analyst at Merrill Lynch.

Mr McCabe noted that by midday the market's weakness was not especially broad with some 1,500 stocks declining while 1,100 advanced.

Among Dow components, Boeing slid \$1 to \$120.82 after PaineWebber cut the aircraft maker's rating to "attractive".

But other Dow stocks moved higher. Eastman Kodak climbed more than 4

per cent or \$24 to \$99 after the company said it would consider further job cuts.

Shares in 3M also rallied after Wednesday's steep sell-off, rising \$1.4 to \$36.4.

Citicorp fell \$1.2 to \$129.90 after the company confirmed it intended to purchase AT&T's credit card operations.

Other banking shares were mostly lower. J.P. Morgan lost \$1.3 to \$120.90 and PNC Bank fell \$1.4 to \$56.70. The bond market was slightly up at midday, sending the long bond yield down to 5.955 per cent.

The technology sector moved lower as the Nasdaq composite index fell 11.81 to 1,535.56. Among the main movers were Micron Technologies, which rose more than 5 per cent to \$24.75.

Atena came off more than 12 per cent or \$9.20 to \$89.40 after analysts at DLJ and SBC Warburg lowered the stock's rating.

TORONTO opened higher as golds continued to rally, but the rest of the market spent an uncertain morning as Wall Street moved determinedly lower. The 300 composite index was up 3.81 at 6,829.30 at noon.

Golds were the main feature of the morning with leading miners continuing to rally on the back of an improving bullion price.

Barrick put on 45 cents to \$26.80 and Placer Dome added 20 cents to \$17.75.

Banks were mixed, with the sector coming under the influence of position squaring ahead of the Christmas shutdown. Royal Bank of Canada lost 35 cents to \$37.60 but Toronto Dominion rose 20 cents to \$35.40.

AMC extended its lead in a sluggish pre-Christmas mood and took little notice of the Bundesbank's decision to leave interest rates unchanged. The Xetra Dax index ended 8.35 better at 4,162.92.

Daimler-Benz was in the wars again after disclosing that its Smart car, a model developed jointly with SMH of Switzerland, had failed the same "elk test" that recently derailed the launch of its A Class car. The problem will delay the Smart car's launch and cost DM300m. Daimler shares fell DM1.80 to DM124.

Market heavyweight Telmex eased 5 centavos to 21.35 pesos. "It's a slow morning. There are no takers on either side," commented one broker.

### EUROPE

Sentiment in FRANKFURT was dominated by gloom about Germany's troubled retailing sector after a warning from Metro, the country's largest retail group, that profits would slide by 25 per cent this year because of poor Christmas sales.

The warning, which followed a similar statement last week by Germany's second largest retailer, Karstadt, left analysts concluding that overall retail volumes in Germany would decline in 1997, for the fourth year running.

"I can't think of any advanced economy which has experienced declining retail volumes over such a period of time," said Keith Wills, retail analyst at Goldman Sachs.

Investors took little heart from the decision of Walmart of the US to acquire 21 hypermarkets from a private company.

Shares in Metro, which is expanding abroad through the purchase of the Makro cash and carry group, fell by more than 5 per cent to \$24.75.

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Financials were a tad down in the mouth. ABN Amro was the day's most active blue chip, dipping 80 cents to F140.90 in 4.7m

shares traded. Confirmation of "initial accord" on a link with Alitalia of Italy helped support KLM, which added 90 cents at F173.30.

News of Heineken's latest push into central Europe - it is buying 49 per cent of Slovakia's fifth-largest brewer - did nothing to help the shares, which dipped F12.50 at F134.50.

MILAN failed to motor in spite of a record day for Italian government bonds. The Mibit index closed 31 higher at 16,206.

Generali extended yesterday's losses, falling F142.00 to F141.80 as investors concluded it was paying a hefty price for AMB of Germany.

Banks were again in the frame, as investors' hopes cooled of a tie-up between

F12.40 and F12.60 for a two-day advance of almost 9 per cent.

A French press report that talks between Schneider and Siemens of Germany about a high-tension power joint venture were going well helped lift Schneider FFr8.00 to FFr31.32.

AMSTERDAM traded quietly with most of the day's action centred on just two shares, Philips and Royal Dutch. Oil price worries gnawed away at Royal Dutch and the shares came off F13.10 at F11.00, but Philips attracted steady buying on a combination of management news plus broker upgrades. The AEX index ended off 7.23 at 907.53.

The announcement of five new board members boosted sentiment at Philips but the main momentum came from an upgrade from "hold" to "buy" at Dresdner Kleinwort Benson and talk that the electronics giant had been added to the Morgan Stanley focus list. The stock ended F14.20 or 3.5 per cent higher at F14.20.

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HONG KONG traded quietly with turnover subsiding to HK\$1.5bn. Brokers said

there was little for investors to get their teeth into and that book-squaring ahead of the Christmas shutdown was already underway. Sun Hung Kai Properties came

off 50 cents at HK\$66.00. The Hang Seng index closed up 29.93 at 10,722.63.

KUALA LUMPUR posted gains as investors moved in

on selected blue chips, with advances at Telekom and electricity utility Tenaga

accounting for about two-thirds of the rise.

Telekom was up 60 cents to

M\$10.20 while Tenaga gained 50 cents to M\$7.25.

Analysts said the rises were

partly caused by institutions

window dressing ahead of

the year-end. The composite

index ended up 20.79 at 577.58.

JAKARTA extended its

rally for a third successive

session, helped by the

appearance